

Policy shift allows mid-sized employers to keep health plans

By Matt Pilon

mpilon@HartfordBusiness.com

Congress offered and Connecticut has accepted.

State Insurance Commissioner Katharine Wade notified insurers and employers this month that she will delay a Jan. 1 expansion of the small-group insurance market in Connecticut.

That means companies with between 51 and 100 employees won't be forced to purchase health benefits next year with businesses that have 50 or fewer workers. The exact impact of the policy shift, right now, is unknown,

insurance experts and brokers say, but the decision could save some mid-sized employers from having to pay more for health benefits. Other mid-sized employers, brokers say, could have reduced costs by shopping in the small-business pool, which has stricter rules about rating factors and required benefits, giving insurers less wiggle room to price risk.

Most states are expected to join Connecticut in delaying the expansion, though Colorado and Vermont have said they will forge ahead and broaden the definition of a small employer.

The policy shift is a result of Congress

Continued on page 8



Insurance Commissioner Katharine Wade decided to delay the small-group insurance market expansion in the state.



Building Boom

West Hartford is experiencing another building boom, largely from new apartments and office buildings, courtesy of a rebounding local, state and national economy, plus the spillover benefit of an exploding healthcare sector.

PG. 3

Paying from the Grave



Dying in Connecticut has just gotten more expensive. Find out how a new probate court fee structure could cost wealthy estate and business owners tens of

thousands of dollars more when their property is transferred after death.

PG. 5



DEAL WATCH

Hartford apartments sell

The 136-unit Lafayette Arms apartments in Hartford have sold for \$6.9 million after drawing multiple bidders, brokers say.

PG. 9

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West Hartford's latest building boom leads to new offices, apartments

By Gregory Seay
gseay@HartfordBusiness.com

West Hartford Center just got denser. A pair of North Main Street developments — an 18-unit apartment building and a 16,800-square-foot office building, both in the shadow of Blue Back Square — are proving their promoters and the town justified in proceeding with their multimillion-dollar investments.

Developer Niko Koutouvides has signed leases for half the \$2,000- to \$3,000-a-month units in his Loft 24 apartment building at 24 N. Main St., but so far only four or five units are occupied.

Diagonally across the street, landlord David Sessions and his realty partners have filled all but 800 square feet on the ground floor of their new office building at 15 N. Main that opened earlier in the month. Major tenants Janney Montgomery Scott Securities and temp office-space provider Regus are West Hartford newcomers.

Just down North Main, the Kaoud family is converting the former Masonic lodge into street-level retail topped with 24 apartments. On the edge of Blue Back Square, across from Whole Foods, work is underway on the Delamar West Hartford luxury hotel.

In the town's Bishops Corner neighborhood, the former Haven Health Care nursing home is being converted into 64 apartments. On North Main, in an existing apartment property across from Big Y Supermarket, a developer is adding more units. On Steele Road, a 150-unit luxury apartment community is rising.

All of these developments, plus a handful of others outside the center but equally important to the town's culture and economy, "are indicative that West Hartford attracts high-quality development and people want to live here," said Mark McGovern, West Hartford's director of community services.

West Hartford's building boom is courtesy of a rebounding local, state and national economy, plus the spillover benefit of an exploding healthcare sector that is generating expansion at the UConn Health Center, and that brought Jackson Laboratory and hundreds of new jobs to Farmington. Workers at those venues have sought shelter in West Hartford, as well as neighboring communities like Bristol and New Britain.

But to Dan Matos, master developer of East



(Above) Loft 24 apartments, 24 N. Main St. in West Hartford. (Left) 15 N. Main St. in West Hartford.



Hartford's Rentschler Field and a partner in the Delamar hotel project, topping all of West Hartford's attributes is stable leadership.

"They're a town that's blessed with good

governance," said Matos, who is a resident. Its current mayor has served the longest in its history, Matos said, while its town manager is a long-time town employee and resident.

"To a developer like us," Matos said, "that's a crucial element of future stability."

New Britain-born Koutouvides, who spent the last few of his nine years in the National Football League as a linebacker with the New England Patriots, said he and his partner-brother were drawn to West Hartford's wealthy demographics, which he says can sustain a quality development like Loft 24.

Rents are \$1,999 for the apartment's 11 one-bedroom units and \$2,999 for its seven two-bedrooms. All units have 10-foot ceilings, bamboo-wood floors, walkout balconies or patios, and access to indoor parking, among other amenities. His one-bedrooms are most in demand, Koutouvides said.

A man on the premises recently told Koutouvides that he had just leased one of the units so he could relocate his mother from Rhode Island, to be nearer to the man's family.

Continued ▶

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Building Boom

"We're seeing a lot of people setting up their lease, but not moving in right away," he said. Some are waiting to sell a home. Others, he said, are in no hurry but wanted to act now to preserve a space for themselves in the building.

"We kind of designed this building for young professionals," Koutouvides said. "We bring an urbanized, new kind of product. There's nothing that's really contemporary here. I think it fits well with the center."

Even the Kaoud apartment building underway just three blocks east, on North Main, doesn't faze Koutouvides. He says he recently met with Abraham "Abe" Kaoud and offered him construction and other advice to help with his residential project.

"We're just as happy for him or the next guy," Koutouvides said. "We want everybody to succeed."

Healthcare boom

Sessions harbors similar sentiments about his office building. Compared to the 50,000 square feet and larger medical-office buildings that dominate Casle's development backlog nowadays, his North Main Street office building is small.

But its compactness and amenities, even its tenant base, are ideally suited to the West Hartford market, Sessions says.

"A very prominent site in this market. Walking distance to shops," he said. It also comes with one other much-in-demand suburban-office amenity — free parking.

Regus, for instance, caters to entrepreneurs, traveling professionals and companies looking for a temporary, affordable office outpost. It occupies around one and a half of 15



Foundation work is underway for the Delamar West Hartford Hotel, opposite Whole Foods and the town police station.

N. Main's three floors, he said.

About 40 percent of the building, he said, was pre-leased before construction got underway. Collecting tenant commitments in advance also helped with financing, which was done through Berkshire Bank.

"We've hit our projections," Sessions said.

Common design

Despite being newly constructed, both Loft 24 and 15 N. Main share some design elements for which the developers won town approval to incorporate into their projects, to give both a sense of continuity with the surrounding neighborhood.

Both are sheathed in red brick and feature light-hued masonry elements that match

almost identically with surrounding brick structures dating back a half-century or longer.

With 15 N. Main, the "contextual design" that a Casle architect incorporated dovetailed with the town's insistence that it convey an "urbanist feel." The result was a building that sits closer to the curb than most suburban buildings, Sessions said.

It also presented the developer with some interesting challenges. First, there was the unexpected rock, or ledge, that the contractor found. Also, there was the obstacle of building next door to the older pair that it replaced, but keeping the older structures occupied until the very last minute.

"This was," Sessions said, "the most difficult logistical project we've ever done." ■

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www.HartfordBusiness.com
(860) 236-9998

EDITORIAL

Greg Bordonaro Editor, ext. 139
gbordonaro@HartfordBusiness.com

Gregory Seay News Editor, ext. 144
gseay@HartfordBusiness.com

Matt Pilon News Editor ext. 143
mpilon@HartfordBusiness.com

John Stearns Staff Writer, ext. 145
jstearns@HartfordBusiness.com

Roger Magnus Research Director

Heide Martin Research Assistant

BUSINESS

Joe Zwiebel President and Publisher, ext. 132
jzwiebel@HartfordBusiness.com

Donna Collins Associate Publisher, ext. 121
dcollins@HartfordBusiness.com

Jessica Baker Office Manager, ext. 122
jbaker@HartfordBusiness.com

Kristine Donahue Administrative Coordinator, Ext. 137
kdonahue@HartfordBusiness.com

Amy Orsini Events Manager, ext. 134
aorsini@HartfordBusiness.com

Christian J. Renstrom Advertising Director, ext. 126
crenstrom@HartfordBusiness.com

David Hartley Sr. Accounts Manager, ext. 130
dhartley@HartfordBusiness.com

William C. Lambot Sr. Accounts Manager, ext. 128
wlambot@HartfordBusiness.com

John Vuilleumot Sr. Accounts Manager, ext. 133
jvuilleumot@HartfordBusiness.com

Katharine Ortiz Accounts Manager, ext. 129
kortiz@HartfordBusiness.com

Donna Currie Human Resource Director

Raki Zwiebel Credit and Collections Manager

Valerie Clark Accounting Assistant/Office Manager

Gail Lebert Chair, Executive Advisory Board

PRODUCTION

Lynn Mika
Production Director/Marketing Coordinator, ext. 140
lmika@HartfordBusiness.com

Christopher Wallace Art Director, ext. 147
cwallace@HartfordBusiness.com

Viada Shelkova Graphic Artist, ext. 148
vshelkova@HartfordBusiness.com

New England
Business Media LLC

Peter Stanton CEO
pstanton@nebusinessmedia.com

Joseph Zwiebel President & Group Publisher, ext. 132
jzwiebel@HartfordBusiness.com

Mary Rogers Chief Financial Officer
mrogers@nebusinessmedia.com

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Q&A

Dying in CT gets more costly

Q&A talks about changes to Connecticut probate court fees with Dane Dudley, a law partner with Day Pitney in Hartford.

Q Paul J. Knierim, Connecticut's probate court administrator, recently said funding for the state's probate courts has changed dramatically for the worst. What happened?

A: The new probate court fee schedule for estate settlement applies to people who died on or after Jan. 1, 2015. Basically, it now costs more if you die as a resident of Connecticut, or are an owner of real property in the state.

The most significant change to the fees is that there is no longer a cap on how much an estate must pay. Prior to the change the fee was capped at \$12,500. Now, for example, an estate of \$10 million (assuming no surviving spouse) would pay about \$45,000.

The probate fee also increased from 0.25 percent to 0.5 percent on estates worth more than \$2 million. It is my understanding that the 0.5 percent probate fee, which is assessed on the overall value of the estate, is the highest probate fee in the country.

Q: What's wrong with funding the courts from user fees? What's the issue with no cap?

A: The problem with this funding approach is that the fee being charged to an estate may have little if any correlation with the services being provided by the court. A perfect example of this is someone who has arranged their assets so that the assets pass completely outside of the probate system at death (everything is jointly owned with someone else, is owned by a revocable trust, passes by beneficiary designation, etc.). In that case, the probate court may have no role in the administration of the deceased person's estate, and yet a fee will be charged.

The fee also does not take into account whether any portion of an estate is passing to charity. The funding is relying completely on an adequate number of people dying in a particular year with a certain level of assets.

As far as having no cap on the fee, the concern is that the fee is based on the size of the estate, not on the amount of work that has to get done in the probate court. This fee structure looks more like a tax and we already have an estate tax in Connecticut.

Q: Probate courts handle many social service needs. What mechanisms could be used to fund those, or should their support continue to be a state function?

A: In my view the probate court system is vital. Having practiced in two other states, I also think the system in Connecticut is very user friendly and does a great job of meeting the needs of those who need to use it.

Keep in mind that the probate courts handle essential services other than the administration of decedents' estates, such as services

for children, the elderly and individuals with mental illness. These sorts of social services should be paid for from the state's general fund. This current fee structure places the burden of funding all of these services on decedents' estates. That is not fair.

Q: What are the ramifications of this new fee structure? Knierim says there is a possibility of estates being driven away from the probate court system. How is this possible? Can large estates be settled outside of probate?

A: Clients often talk about moving to a different jurisdiction to avoid a state-level estate tax like the one we have here in Connecticut. As I stated earlier, the new probate court fee looks very much like an additional tax and, with no cap, is yet another economic incentive to move elsewhere. Yes, anyone can structure their estate to avoid needing the probate court but based on how the current fee is structured, I don't see how a person dying as a resident of Connecticut or who owns Connecticut real estate can avoid paying the fee.

Q: What strategies can wealthier people use to reduce the new fees' impact on their estates?

A: Besides moving away and not owning real estate in Connecticut, they can use lifetime giving strategies to reduce the size of their estates so when the time comes there are fewer assets on which to impose the fee.

If they reside outside of Connecticut, they may also choose to rent real property instead of owning it.

Q: With regards to their estates,

what are some mistakes business owners make in terms of succession plans? What are some common errors that could be avoided with proper planning?

A: One mistake is a lack of objectivity and business mindedness when it comes to succession planning. Unfortunately, many business owners let emotions get in the way of sound business practices. For example, many owners think that the business will simply pass down from generation to generation. In fact, most family businesses don't make it past the first generation.

Another mistake is that business owners wait too long to start the succession planning process. It is essential to have a plan for next steps now even if those steps end up changing over time.

Finally, businesses fail to seek the best advice from those who can really provide it. Too many times we see clients who feel a loyalty to a long-time friend or advisor who really is not equipped to deal with current or future business planning issues.



DANE DUDLEY

Law partner with
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► This fee structure looks more like a tax and we already have an estate tax in Connecticut.

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BY THE NUMBERS

32%

Gov. Dannel P. Malloy's approval rating, which is the lowest rating for any Connecticut governor since John Rowland received 24 percent approval in 2004.

\$183.5M

The total pricetag for a new technology park at UConn, which broke ground last week and will eventually feature equipment and shared laboratory space for UConn researchers, industry scientists and businesses.

90%

The percentage of individual health plan premiums Connecticut health insurers spent on patient care or quality improvement in 2014, according to a new report from the Robert Wood Johnson Foundation.

\$99.6M

The estimated average net worth of U.S. Sen. Richard Blumenthal, making him the 11th wealthiest U.S. politician, according to InsideGov.

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Gov. Malloy is currently not popular among Connecticut voters.

TOP STORY

Q Poll: Malloy ratings sink on taxes, economy

Gov. Dannel P. Malloy's approval rating with state residents is its lowest ever, amid concerns about his handling of taxes, the state budget and the economy, according to the latest Quinnipiac University Poll.

Connecticut voters disapprove 58-32 percent of the job Malloy is doing, his lowest approval rating ever and the lowest score for any governor in the nine states the independent Q Poll has tracked this year.

"Gov. Dannel Malloy's job approval rating has plummeted to 32 percent, close to the historic 24 percent low hit by disgraced former Gov. John Rowland in January 2004, and Gov. Malloy is not in the middle of a corruption scandal," said Quinnipiac University Poll Director Douglas Schwartz.

"Malloy is getting hammered on the critical pocketbook issues, taxes, the budget and the economy and jobs," Schwartz said.

Last week's results were down from a negative 43-47 percent approval rating in a March 11 Quinnipiac University survey.

Malloy gets a lackluster 58-33 percent approval from Democrats, while disapproval is 86-8 percent among Republicans and 61-29 percent among independent voters. Men disapprove 62-31 percent and women disapprove 55-33 percent.

GOVERNMENT, POLITICS & LAW

Towns, unions, business groups planning joint summit

Saying they have deep concerns about the economic future of Connecticut, three disparate groups have joined together to organize a first-ever summit. It will bring together business, government, labor, education and social service leaders to brainstorm ways to boost Connecticut's economy.

The Connecticut Conference of Municipalities, the Connecticut Business & Industry Association, and the Connecticut AFL-CIO will host the two-day summit Nov. 12-13 in Westbrook. The Project B.E.S.T. (Bringing Every Stakeholder Together) Summit will be facilitated by Kenya Rutland, a principal of KJR Consulting.

She will work with an expected group of 100-plus Connecticut leaders who will focus on the state's economic future with an eye toward revenue and governance; education and workforce development; transportation and infrastructure; regional solutions; and quality of life matters.

All have been addressed before. What makes this summit unique, in most respects, is the organizers who in normal times might not be considered sharing common goals. "Bringing together CCM, CBIA and the CT AFLCIO, Connecticut's largest labor organization, is unprecedented and will ensure the best policy leaders come to the table for this critical, first-time event," said Lori Pelletier, executive secretary-treasurer of the Connecticut AFL-CIO.

BANKING & FINANCE

CT thrift's owners OK Liberty merger

Naugatuck Valley Financial Corp. will merge with Middletown's Liberty Bank in next year's first quarter, following an approval vote for the \$78 million sale from the Naugatuck thrift's stockholders.

Investors in the parent of Naugatuck Valley Savings and Loan recently voted to merge with Liberty. The boards of both institutions previously sanctioned the merger.

Announced back in June, the deal calls for stockholders in Naugatuck Valley Financial to collect \$11 a share cash from Liberty. The deal was to have closed in the fourth quarter of this year.

A mutual bank owned by its depositors, Liberty has more than \$4 billion in assets. Naugatuck Valley had assets of \$508.8 million as of March 31.

GAMING

Healthy Sept. for CT slots

For the second time this year, both Foxwoods and Mohegan Sun reported increases in their respective monthly slot-machine wins.

Of the two casinos, Foxwoods reported the largest increase for September. Foxwoods' slot win for the month was \$37.2 million, up 3.2 percent from \$36 million in Sept. 2014.

Meanwhile, Mohegan reported a 2.6 percent increase, to \$47.7 million.

The September gains came three months after both casinos reported increases for the first time since 2011.

Bettors at both casinos wagered more on slots in September than they did a year ago.

Foxwoods' slots "handle" rose 3.6 percent, to \$461.9 million, while Mohegan's handle climbed 1.6 percent, to \$578.5 million.

The casinos will pay \$21.5 million in taxes to the state for the month, up from \$20.9 million a year ago.

HEALTH CARE

CT insurers spent 90% of premiums on patient care in '14

Insurers nationwide spent an average of 92 percent of individual health plan premiums on patient care or quality improvement in 2014, leaving 8 percent for administrative costs and profits, according to a new report from the Robert Wood Johnson Foundation. Connecticut was roughly in line with that, at 90 percent, which represents the average across all insurance carriers in the state.

The national figure is a significant change from pre-health reform figures, the report said.

The Affordable Care Act (ACA) requires insurers to spend at least 80 percent of individual premium costs on patient care and quality improvement efforts. Insurers that spend less than 80 percent of their premium revenues on patient care and quality improvement must now provide customers with a rebate for the difference between what they spent and the 80 percent requirement — known as the medical loss ratio (MLR).

In 10 states — Hawaii, Illinois, Kansas, Massachusetts, Minnesota, Montana, New Mexico, Oklahoma, Oregon and Pennsylvania — the average individual plan MLR was more than 100 percent last year. That means insurers spent more on medical care than they brought in from premiums, the report said.

That could signal upcoming increases in the average premium amount, as insurance companies adjust premiums or services to more closely hit the ACA-mandated 80 percent MLR threshold, the report added.

People in other states, including 24 states with average MLR rates between 80 and 89 percent, are expected to see less dramatic increases in average premium costs.

ADVERTISING, MEDIA & MARKETING

Cür Media launches strategic partnership

Cür Media has launched a strategic partnership with DigitaLBI, a global marketing and technology agency. It's the next step toward the Glastonbury company launching its self-named next-generation music streaming app later this year.

"We are excited to team up with the proven leaders at DigitaLBI to attempt to change the face of the music streaming industry," said Tom Brophy, founder and CEO of Cür Media. "As a Top 10 global agency, DigitaLBI's expertise in brand building and creativity is unparalleled in the industry. We look forward to working together to successfully drive the expected roll out of Cür this year."

In 2014, the pre-revenue Cür reported a 2014 net loss of \$6.2 million as R&D and other spending ramped up. That was up from a \$1 million loss in 2013.

In April it received \$3.2 million from shareholders exercising warrants at a discounted price. Cür said at the time the money was for general corporate purposes and to help finish its product, including potential payments to music labels.

In July, the company hired Jay Clark as chief content officer. His responsibilities include developing professionally curated genre stations for Cür Music. He is the former executive vice president of programming at Sirius Satellite Radio.

MANUFACTURING & TECHNOLOGY

UConn breaks ground on \$183.5M tech park

Ground was broken last week on a new technology park at UConn and construction of the Innovation Partnership Building, the inaugural building associated with the project. More than \$180 million has been earmarked in state and federal funds for the project.

Also introduced were six anchor partners — including Eversource, United Technologies Corp., Pratt & Whitney Co. and Comcast — who will operate research facilities within the Innovation Partnership Building (IPB).

In May, the state Bond Commission approved \$131.5 million to construct the first building in UConn's technology park. It will offer specialized equipment and shared laboratory space for UConn researchers, industry scientists and businesses. The borrowing brings the total amount of state and federal funding for the tech park to \$183.5 million.

According to a statement from the university, the 113,000-square-foot Innovation Partnership Building will house cutting-edge laboratories and highly specialized equipment. The goal is to have teams of academic researchers, private industry scientists, and business entrepreneurs working together onsite to develop new technologies in energy, electronics, materials science, microscopy, additive manufacturing, cybersecurity and other fields.



A rendering of UConn's Innovation Partnership Building.

In addition to the Eversource Energy Center, the IPB's other expected anchor partners include:

- FEI Center for Advanced Microscopy and Materials Analysis, one of the world's foremost facilities for electron microscopy
- United Technologies Institute for Advanced Systems Engineering
- Pratt & Whitney Additive Manufacturing Innovation Center
- Comcast Center for Security Innovation
- Fraunhofer Center for Energy Innovation

Last October, UConn and scientific instrument maker FEI Co. signed an agreement to develop a center for microscopy and materials science research to be housed in the new Innovation Partnership Building. It will feature some of the most advanced commercially available electron microscopes.

RETAIL

Lululemon leaving W. Hfd. Center for Westfarms

Women's high-end fashion workout wear and accessories retailer Lululemon Athletica says it will abandon later this month its West Hartford Center store after four years there, and reopen in Westfarms Mall.

A spokeswoman for the Canadian retailer confirmed its planned closing of its West Hartford store at 987 Farmington Ave., set for Oct. 27.

It will reopen the same day, she said via voicemail, in space on

the second-floor of Westfarms, next door to Nordstrom's Department Store and across from the Apple Store.

The spokeswoman didn't specify why Lululemon is leaving the town's center. Lululemon opened in 3,000 square feet at the corner of Farmington Avenue and Lasalle Road that had been the longtime home of defunct Bennett's Card & Party Emporium.

Westfarms straddles Farmington and West Hartford.

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WEDNESDAY, OCT. 21

Roast of Liberty Bank CEO Chandler Howard



Chandler Howard

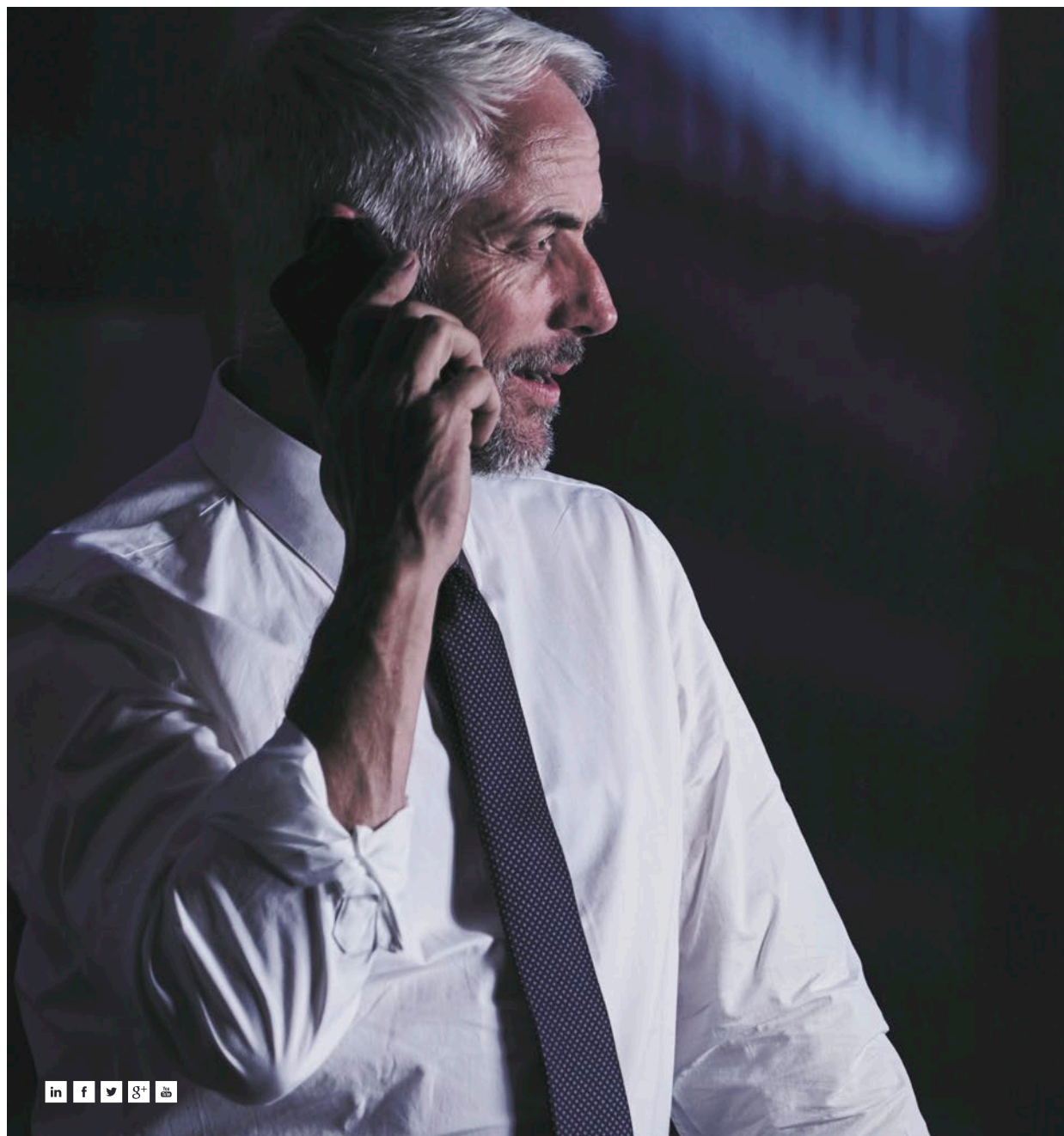
Chandler Howard, president and CEO of Liberty Bank, will be the guest of honor at the 2015 Middlesex United Way Leadership Circle Roast on Oct. 21 at Saint Clements Castle in Portland, 1931 Portland-Cobalt Road.

Celebrity roasters will take their swings at Howard during this golf-themed event, all in the name of philanthropy. The event will benefit Middlesex United Way's expansion into the area of third-grade reading.

Howard has been president and CEO of Liberty Bank since 2007 and has over 30 years of experience in the field of banking. He has long been active in community affairs and he serves on a number of boards and commissions. Howard is a director of Middlesex Hospital, a past campaign co-chair for Middlesex United Way, and a past director and campaign chair for United Way of Central and Northeastern Connecticut.

Tickets start at \$50. Cocktail hour begins at 5:30 p.m. and dinner and program begin at 6:30 p.m.

For more information and tickets, visit www.middlesexunitedway.org/RSVP.



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Employers, insurers face last-minute shift

passing the Protecting Affordable Coverage for Employers (PACE) Act earlier this month. The law gives states the ability to keep the longstanding definition of the small-group insurance market, rather than expand it to include companies with up to 100 employees. The timing of the change comes at a busy time in the health benefits world, with Obamacare open enrollment starting in November and a large percentage of employers looking ahead to January renewals. It has created confusion for employers and insurers, which filed rate requests for small-group plans kicking in Jan. 1 months ago.

The Insurance Department issued an Oct. 9 bulletin informing insurers their decision not to

expand the small-group market, giving insurers just seven days to refile 2016 small-group plans.

However, the department said it would not accept filings that increase rates. Insurers will be able to ask for rate increases that would take effect for plans sold or renewed in the second half of next year, based on changes in provider networks and utilization trends, the department said.

As of press time Thursday, the Insurance Department had not posted any refiled small-group plans on its website.

Brenda Gothers, an account executive in the Farmington office of benefits consultant the Lockton Companies, said half of her clients renew at the start of the year. Those

mid-sized employers that had been shopping for small-market plans are now changing gears to look at a new set of offerings.

"The time of year is lousy," Gothers said. "February would have been easier [for the change]."

Phil Vogel, who oversees the Connecticut Business & Industry Association's private insurance exchange, CBIA Service Corp., said many anticipated PACE to pass, but the last-minute decision could delay rates from some insurers.

"Right now everybody is scrambling to figure out what the end result is going to be and when that information will make it to the marketplace," Vogel said.

Beyond the private market, PACE also threatens to put a damper on the state insurance

exchange's sales of small-business "SHOP" plans in the open enrollment period that begins Nov. 1. SHOP plans covered approximately 1,350 members as of earlier this month.

"As a sales guy, [the expansion] would have opened a completely new bucket for me," said John Carbone, SHOP sales manager. "It does throw a little wrench in everything."

Carbone said he hopes Wade changes her mind about the expansion next year.

Precise impacts unknown

Leading up to Congress passing PACE, there were dire predictions about premium hikes for mid-sized employers that were going to be pushed into the small-group market.

Actuarial firm Oliver Wyman said in April that that nearly two-thirds of mid-sized employers would see premiums rise if the small-group expansion went forward.

Meantime, the American Academy of Actuaries predicted in August that the small-group expansion would cause some impacted mid-sized employers to self-insure, particularly companies with healthier workforces that are willing to shoulder more risk. That, in turn, would increase the risks within the small-group market because it would attract firms with less healthy workforces, potentially increasing costs.

The National Association of Insurance Commissioners and insurance industry lobby America's Health Insurance Plans both said PACE offers states flexibility and will help avoid coverage disruptions and premium hikes.

Ken Lalime, CEO of Wallingford nonprofit insurer HealthyCT, said the delay won't have a big impact on his company, which has approximately 15,000 small-group members.

"I think it leaves some flexibility for small employers in the state," Lalime said. "I feel like it kind of goes back to the status quo."

Hartford insurer Aetna said on its website that PACE allows insurers to use underwriting and plan design that have the potential to lower plan prices.

In a statement about her decision to delay the expansion, state Insurance Commissioner Katharine Wade cited those employer worries.

"The Insurance Department has heard from employers, brokers and carriers on their concerns in expanding the small-group size from 50 to 100," Wade said in a statement. "As a result of the newly enacted PACE Act, which garnered bipartisan support in Congress and was signed by the president, states now have the flexibility to keep small-group definition to 50 and under. After careful consideration and to be consistent with federal law, Connecticut is exercising that flexibility and is keeping the small-group definition at 50."

Though Connecticut is expected to be in the majority of states that delay the small-group expansion, last year the state was in a minority that declined to allow mid-sized employers to renew their plans into 2017. PACE makes that option potentially permanent.

Earlier this year, Connecticut legislators changed state law to the expanded small-market definition, but included language allowing the commissioner to postpone the expansion



Brenda Gothers,
account executive,
Lockton Companies

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KEYNOTE SPEAKERS



Springfield Regional Chamber Kick-off Breakfast 7:30 a.m.

Dan Kenary

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Tickets: \$30 per person in advance
\$35 at the door

Professional Women's Chamber November Luncheon

11:30 a.m.

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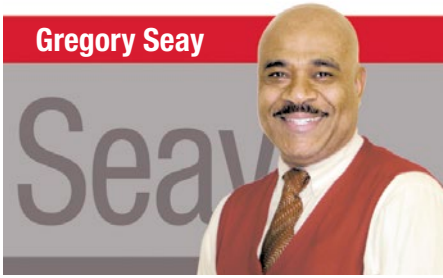


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Hartford's Lafayette Arms apts. sell for \$6.9M

Gregory Seay



The 136-unit Lafayette Arms apartments in Hartford have sold for \$6.9 million after drawing multiple bidders, brokers say.

New York City-based Brickpoint Capital LLC's Premier Properties West affiliate bought the 47-year-old property at 194 Lafayette St. in September from Lafayette Arms Apartments LLC, according to brokers CBRE/New England and Hartford commercial listing broker Chozick Realty.

CBRE/New England's Boston office said its Multifamily Debt & Structured Finance Group secured \$5.52 million in financing for the deal.

According to Chozick Realty, the seller in 1996 acquired Lafayette Arms' mix of 123 one-bedroom, 10 two-bedroom and three three-bedroom apartments.

The complex has been improved in recent years with energy-efficient lighting, windows, roof and a central gas-fired heating system, brokers said. There is onsite, gated parking for 91 vehicles.

The property is located one block from the Hartford Hospital campus, and brokers say it has maintained consistently high occupancy.

\$350K Newington sale

A downtown Newington building sold recently for \$350,000 to a buyer who will house the newest branch of its physical therapy and sports medicine practice there.

Edge Lea Holdings LLC bought the 4,500-square-foot building at 64 Market Square from SAFD LLC, according to sole broker Reno Properties Group LLC.

The owner plans to make major renovations to the site before opening its 16th



Lafayette Arms, 194 Washington St., Hartford

Connecticut Physical Therapy & Sports Medicine center there, brokers said.

Ryan Ryan lease

Stamford law firm Ryan Ryan Deluca LLP

(RRD) has taken 8,056 square feet in downtown Hartford's CityPlace II, relocating law offices from temporary space in Windsor.

The civil litigator specializing in insurance expanded its footprint into the Hartford region last March, with six attorneys housed in the Regus Business Center in Windsor, in which subscribers lease temp office space.

RRD relocated its 11 attorneys and support staff to the sixth floor of CityPlace II, 185 Asylum St., on Oct. 1. Plans are to add more staff soon, the firm said.

Steve Malitz is lead partner in RRD's Hartford office. The downtown tower's owner/landlord is CityPlace II LLC.

Middletown leases

Middletown broker Trevor Davis

Commercial Real Estate LLC was involved in four lease deals in the Middletown Business Park, 430-468 Smith St., with landlord BostonMiddletown LLC: New Tech Installation leased 3,171 square feet; the state Department of Administrative Services on behalf of the Department of Rehabilitation Services signed for 1,340 square feet; UBTS took 583 square feet; and A&B Home Health Care leased 411 square feet.

Those four leases raised the business park's occupancy to 85 percent, broker-owner Trevor Davis said.

Deal Watch wants to hear from you. E-mail deal information to: gseay@HartfordBusiness.com. Gregory Seay is the Hartford Business Journal News Editor.



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Last-minute Shift

if the federal government allowed it.

Despite her grumbles about timing, Gothers said the general reaction from her clients (largely companies with 200 and fewer employees) was a sigh of relief that they could be avoiding higher costs.

But like others, she said the impacts of the expansion were unpredictable, as are the impacts of the delay.

"I think the magic question was: Would this expanded definition be a good thing or a bad thing for clients?" she said. "I'm not willing to say it would have been completely bad and I'm not willing to say it would be completely good."

Premium increases for small-group plans approved by the Insurance Department for 2016 were smaller than they were a year ago. The insurance department actually reduced many of the requested increases. Rates approved for small-group plans offered by Aetna, Connecticare, Harvard Pilgrim Health Care and HealthyCT, prior to PACE being passed by Congress, ranged from a 5 percent decrease to a 10 percent rate hike.

But Gothers said the impact of the expansion delay could reveal itself over the next several years, assuming it lasts that long.

THE LIST

Commercial contractors in Greater Hartford (1)

(Ranked by number of local employees)

Rank	Company	No. local employees/ no. of total employees	Revenue 2014	Largest 2014 job in CT/ location/ value of job	Services offered	Chief executive/ title
1	KBE Building Corp. 76 Batterson Park Road Farmington, CT 06032 860-284-7400; www.kbebuilding.com	100/ 120	\$200,179,084	UConn STEM Residence Hall/ UConn, Storrs/ \$79,040,000	Preconstruction, estimating, construction management, design-build, general contracting, building information modeling, safety, quality control	Mike Kolakowski/ president, CEO & principal
2	Gilbane Building Co. 208A New London Tpke. Glastonbury, CT 06033 860-368-5100; www.gilbaneco.com	83/ 2,607	\$3,805,000,000 (2)	Danbury Hospital north tower clinical addition and parking garage expansion/ Danbury/ \$123,000,000	A full slate of construction and facilities-related services, from pre-construction planning and integrated consulting to construction	Thomas F. Gilbane/ chairman & CEO
3	Network Interiors Inc. 55 Robert Jackson Way Plainville, CT 06062 860-793-1188; www.network-interiors.com	55/ 55	\$7,800,000	Hospital of Central Connecticut Cancer Center & Medical Office Building/ Plainville and New Britain/ \$2,045,000	Commercial metal framing, drywall and general contracting	Melissa C. Sheffy/ president
4	All State Construction Inc. 449 Cooke St., P.O. Box 805 Farmington, CT 06034 860-678-0678; www.allstateconstruction-inc.com	50/ 50	\$13,677,930	Connecticut College/ New London/ \$2,305,381	Specialty contractor focusing on design and construction of general, mechanical and civil projects	Richard Pare/ president
5	Newfield Construction Inc. 225 Newfield Ave. Hartford, CT 06106 860-953-1477; www.newfieldconstruction.com	50/ 50	\$100,000,000	DePaolo & Kennedy Middle School occupied renovations/ Southington/ \$80,000,000	Construction management, general contracting and design-build for schools, corporate, health care, senior living, multi-family housing and industrial	Damien Davis/ president
6	PDS Engineering & Construction Inc. 107 Old Windsor Road Bloomfield, CT 06002 860-242-8586; www.pdsec.com	48/ 48	\$67,962,599	Polamer Precision/ New Britain/ \$9,980,231	Construction management, general contractor and design-build	Ronald Edward Jodice/ president
7	Downes Construction Co. LLC 200 Stanley St., P.O. Box 727 New Britain, CT 06050 860-229-3755; www.downesco.com	45/ 45	\$56,345,234	N/A/ N/A/ N/A	N/A	Joseph N. Desautel, Jr./ CEO
8	HAKS Engineers P.C. 101 Centerpoint Road, Ste. 201 Middletown, CT 06441 860-632-5155; www.haks.net	45/ 649	\$109,000,000	CT DOT construction inspection for the replacement of Metro-North Catenary System/ Bridgeport/Fairfield / \$7,500,000	Construction management, inspection, engineering, materials testing, architecture and land surveying	Husam Ahmed/ chairman & CEO

Source: Individual companies. Note: This list includes only construction managers or general contractors who attend projects on-site daily and who have bonding. N/A means not available.
 (1) Editor's Note: This is the first time HBJ has published a commercial contractors list. Not all companies responded to the survey. If your company belongs on this list please contact Research Director Stephanie Meagher, smeagher@nebusinessmedia.com, to be included in the future.
 (2) CT revenues for 2014 were \$97,680,207.
 —Compiled by Stephanie R. Meagher.

To view the full list please visit HartfordBusiness.com

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View more photos online at HartfordBusiness.com/photos

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1. Joe Zwiebel, Hartford Business Journal, and Peter Samson, Berkshire Bank
2. Attendees network before the program begins
3. Paul Savas, Comcast Business, welcomes attendees to the event
4. Attendees watch the panel discussion; then participate in a Q&A session
5. Panelists, from left: Steve Sigal, CFO of Access Health CT; Ken Lalime, CEO of HealthyCT; and Philip Vogel, President of CBIA Service Corp.
6. From left: panelists Ken Lalime and Philip Vogel with attendee Steve Ruth. SMC Partners



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Carla Preli



Carrie Walker



Nicholas R. Stango



Mark Holtz



James Cormier

United Way taps business chief to lead campaign for children, families

United Way of Central and Northeastern Connecticut recently announced **Greg Barats** as the chair of the organization's 2015 campaign to improve the lives of children and families throughout the region.

Barats is president and CEO of The Hartford Steam Boiler Inspection and Insurance Co. (HSB), part of Munich Re. He has overall responsibility for HSB's insurance and engineering operations worldwide.

Hartford Healthcare Federal Credit Union names CFO

Hartford Healthcare Federal Credit Union (HHFCU) has appointed **Lauren N. Cyreku** as chief financial officer. She will prepare and deliver reports for senior management, the board of directors, external users and government agencies. She also will oversee the budget process, payroll functions and all accounting and settlement systems.

Cyreku's career includes more than 10 years in financial services, all in the credit union industry. Prior to joining HHFCU, she worked for Waterbury CT Teachers Federal Credit Union in Middlebury as its accountant.

Mintz + Hoke adds copywriter to creative team

Avon communications firm **Mintz + Hoke** has added **Carla Preli** as a copywriter on the agency's creative team.

Preli is responsible for developing written content for a variety of print and digital marketing vehicles, as well as script development for broadcast media. Preli previously worked at LSHD Advertising in Chicopee, Mass., for seven years.

CBS Radio announces Hartford market manager

CBS Radio recently announced that **Mark Hannon**, senior vice president and market manager for CBS Radio Boston, is assuming an expanded role that includes overseeing company-owned stations in Hartford.

Hannon replaces Suzanne McDonald, who is retiring after 45 years with CBS Radio. Hannon

has served as senior vice president and market manager for CBS Radio Boston since 2008. Previously, he was senior vice president and general manager of WBCN-FM, WZLX-FM and WBMX-FM at CBS Radio.

Connecticut Water appoints IT director

Clinton-based **Connecticut Water** has appointed **Jay Fusco** as director of information technology.

Fusco and his team will work with Connecticut and Maine Water teams to leverage technology to better serve customers.

Fusco comes to Connecticut Water with 20-plus years of experience in IT, working alongside companies that include ESPN, Pfizer, Pitney Bowes and Yale University.

USJ names director for physician-assistant program

The University of St. Joseph in West Hartford recently announced **Carrie Walker** as founding chair and program director for its new physician-assistant program, overseeing development of a 27-month program to educate physician assistants that is slated to launch in 2017.

Walker leads the development and accreditation of the USJ program following her role as assistant program director aiding the development and accreditation of the physician assistant program at Bryant University in Smithfield, R.I. She also was assistant professor in that program.

Savings Institute Bank & Trust names branch manager

Willimantic-based **Savings Institute Bank & Trust** announced that **Eric Bennett** has joined the bank as branch manager of its Lebanon and West Main, Willimantic locations.

Bennett's previous experience includes work at First Niagara as a supervisor and Bank of America as a small-business specialist.

Cantor Colburn names patent agent in Hartford

Intellectual property law firm **Cantor Colburn LLP** has hired **Nicholas R. Stango** as a patent

agent in its Hartford office. Stango is an aerospace engineer with industry and patent law experience.

Prior to joining the firm, Stango worked for seven years as an engineer at Sikorsky Aircraft. His practice focuses on patent application preparation and prosecution on aerospace and mechanical components.

Waterbury Development Corp. board adds two members

The city of Waterbury recently announced that two new members were added to the Waterbury Development Corp.'s board of directors this year: **Michael L. O'Connor** and **Mark Holtz**.

O'Connor is Webster Bank's regional president for the Waterbury market and director of corporate real estate. O'Connor has more than 20 years of experience in construction and real estate, and previously held positions as Naugatuck Valley Development Corp. CEO.

Holtz is senior vice president and chief operating officer of the Greater Waterbury Health Network. Holtz has held numerous positions in healthcare administration and has management, administrative skills and experience in a variety of hospital settings, including large academic medical centers, municipal hospitals, freestanding community hospitals, for-profit hospital companies, and in a managed-care organization.

CohnReznick LLP announces New England promotions

Accounting, tax and advisory firm **CohnReznick LLP** has promoted six CPAs to senior manager: **Dale Boutot**, **Karen Langlois**, **Joanne H. Marcoux** and **Christopher P. Nardone** to assurance senior manager; and **Michael Pezzullo** and **Michael Walczak** to tax senior manager.

The firm also promoted seven CPAs to manager: **Danielle S. Doyon**, **Lana B. Ensling**, **Kevin Hoagland**, **Chantal Laliberte**, **Stephen W. Radau**, **Kyle Richard** and **Brian Trueman**.

GM named for Sheraton Hartford Hotel at Bradley

Waterford Hotel Group Inc. has promoted **John Loyacano** to general manager of the **Sheraton Hart-**

ford Hotel at Bradley International Airport. Waterford Hotel Group manages the hotel. As GM, Loyacano is responsible for all of the hotel's operations, sales and administration, and more than 100 employees.

Most recently, Loyacano was director of operations at the Hilton

Hartford, also managed by Waterford. Prior to that, he served as director of operations at the Sheraton Hartford Hotel and later the director of rooms at the Hilton Hartford.

The First National Bank of Suffield announces promotion for VP

The First National Bank of Suffield recently announced the promotion of **James Cormier** to vice president of commercial lending from assistant vice president. He will continue to oversee the commercial loan department.

Cormier joined the bank in 2007 as a commercial credit analyst and became an officer in 2011.

Quinnipiac University grants tenure to seven professors

Quinnipiac University recently granted tenure to seven faculty members: **Nelson Alino**, associate professor of accounting, who joined the faculty in 2009; **Khalilah Brown-Dean**, associate professor of political science, who joined in 2011; **Surya Chellikani**, associate professor of finance, who joined in 2009; **Michael Chiarappa**, professor of history, who joined in 2011; **Sarah Russell**, professor of law, who joined in 2011; **Antoaneta M. Vanc**, assistant professor of strategic communication, who joined in 2009; and **Cassandra Veney**, professor of political science, who joined in 2013.

Trinity College names 11 new trustees

Trinity College recently announced the appointment of 11 new members to its board of trustees: **Thomas Chappell** of Kennebunk, Maine; James Cuminale of Darien; **Nancy Davis** of Wethersfield; **Peter Espy** of New York City; **Michael Huebsch** of Darien; **Ling Kwok** of New York City; **Kathleen Foye MacLennan** of Edina, Minn.; **Danny Meyer** of New York City; **James Murren** of Las Vegas; **Lee Pelton** of Boston; and **David Wagner** of East Greenwich, R.I.

Murtha Cullina LLP hires associate

Hartford law firm Murtha Cullina has hired **Spencer A. Stone** as an associate in its business and finance department. Stone is also a member of the firm's real estate practice group.

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	2014	2013
Total Employees	32	27
Total Assets	\$262,750	\$191,853
Total Liabilities	\$156,296	\$203,451

REVENUES

Contributions & Grants	\$1,544,033	\$1,491,925
Program Service Revenue	\$0	\$0
Investment Income	\$580	\$634
Other	\$0	\$0
TOTAL	\$1,544,613	\$1,491,925

EXPENSES

Grants	\$0	\$0
Member Benefits	\$0	\$0
Salaries/Employee Benefits	\$858,244	\$941,202
Fundraising Fees	\$0	\$0
Other	\$568,317	\$520,616
TOTAL	\$1,426,561	\$1,461,818
MARGIN	\$118,052	\$30,107

TOP PAID EXECUTIVES (FY 2014)

	Base Salary	Total Compensation & Benefits
Andrew Fleischmann , President/CEO	\$98,962	\$98,962

SOURCE: GUIDESTAR IRS 990 TAX FORM

Employees from **Companions & Homemakers** recently participated in the **Walk to End Alzheimer's** in Hartford. The team raised over **\$700** and was one of the six Companions & Homemakers teams to participate in walks across the state.

• • •

The 25th Annual McLean Golf Tournament and Auction was recently held by **McLean** senior living community of Simsbury. The silver anniversary tournament netted more than **\$52,000**. All proceeds will benefit McLean's Home Care and Hospice program, as well as the Hospice volunteer program.

• • •

Somers High School has been awarded a **\$15,000** grant from the **AT&T Foundation** to fund the purchase of state-of-the-art technology to support the school's Technology, Innovation, Design and Engineering program.

The TIDE program helps engineering students develop critical and creative thinking skills with an emphasis on human innovation and its effects on society and the environment.

• • •

Chelsea Groton Bank recently held a ribbon cutting for its new lending center in Glastonbury. Michael Rauh, president and CEO of Chelsea Groton Bank, closed the ceremony by presenting a donation to Theresa Buckson, an outreach social worker and Food Bank manager at Riverfront Community Center, to be used toward the Community Center's Food Bank fund.

• • •

The **Community Foundation of Eastern Connecticut** will award **\$75,000** to seven nonprofit organizations that aim

to ensure adequate protection, care and humane treatment of animals and wildlife in New London county.

This initial round of animal welfare grants was made possible through the Peter Grayson Letz Fund for Animals and the Environment.

The grant recipients include: Connecticut Humane Society; TEAM (Tait's Every Animal Matters); Denison Pequotsepos Nature Center; Ocean State Animal Coalition; Animal Welfare League of New London County; Waterford Country School; and Beech Brook Farm.

• • •

For the second year in a row, the **Travelers Championship** has donated over **\$1.5 million** to 140 charities. The PGA tour event has raised more than \$10 million since becoming the Travelers Championship in 2007.

The tournament, which began as the Insurance City Open at Wethersfield Country Club in 1952, has raised more than \$33 million for charity since its inception. All of the net proceeds from the tournament, now held at the TPC River Highlands in Cromwell, go to nonprofits.

"When we decided to sponsor the tournament in 2007, one of our primary goals was to support the Connecticut community," said Travelers executive vice president and CAO Andy Bessette. "Now, nine years later, we are extremely proud of what we've been able to accomplish, having reached more than \$10 million in charitable contributions."

The 2016 Travelers Championship will be held Aug. 4-7. Its normal June date changes for 2016 because golf has become an Olympic sport.


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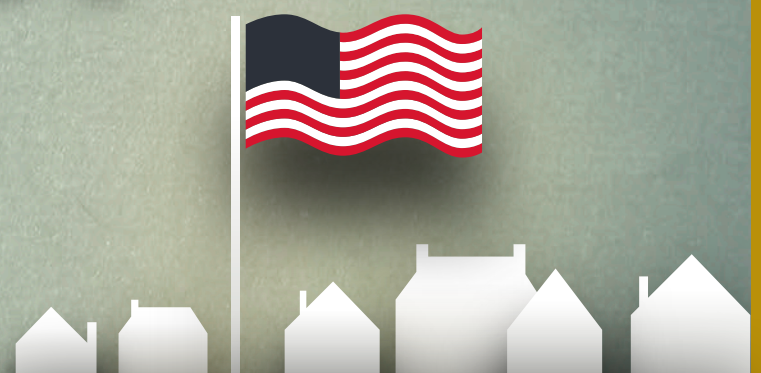
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Successful companies rely on 'extended' family

The term family is typically defined as people who are related by blood or marriage, but that definition is much broader to many of the companies featured in this year's Connecticut Family Business Awards.

In fact, most of the successful family businesses we talked to rely on an extended family of employees who aren't related to the company's founders or current management, but who have developed a loyalty to the business because of the family values espoused from one generation of leadership to the next.

For the 2015 Connecticut Family Business Awards, we highlight 26 of the best and finest family businesses in the state, including what sets them apart from the competition, how they stay ahead in the marketplace, and how they remain true to their founding principles in a rapidly-evolving world.

For these companies, the key to long-term success is treating

everyone like family including employees and customers.

The Connecticut Family Business Awards honor companies that had particularly strong successes over the last 12 months: completing expansions, growing in the marketplace, fulfilling major projects, and breaking new ground in the local and state business community.

Yet, as they find success, these companies stay rooted in their traditions, even if that means changing with the times. Please join Hartford Business Journal in congratulating this year's winners, who were honored at an Oct. 14 gala at the DoubleTree

by Hilton in Bristol. And remember, we'll be back next year with a new crop of winners, so please nominate any worthy companies.

Greg Bordonaro
Editor



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Edo Sushi thrives on family values



Edo Sushi employees participate in a sushi class (top, far left) and share a laugh at work (bottom, far left). Thihan Tun conducts a training course (below) while Cynthia Tun (left) works at her desk.

Edo Sushi Express Inc.

Headquarters: Oakville

Industry: Wholesale Sushi and Sushi Foodservice

Founded: 2005

Founder: Thihan Tun

Generation running the company: 1st

Full-time Employees: 10

Part-time Employees: 1

Family members operating the business together: Thihan Tun, vice president (husband); Cynthia Tun, president (wife).

Website: www.edosushiexpress.com

Q&A

What are the family values of your business?

The family values in our business include integrity, honesty, respect, caring, sharing, education and promotion. Our background has made it necessary to work hard to care for our family. We understand that other people need to care for their families, too. We pay a higher wage so that people have a better life.

How do you remain competitive in the market?

We remain competitive by providing excellent service and a high-quality, fresh product while we ensure that our food is safe. We have been audited by the U.S. Food & Drug Administration, and we have annual third-party audits on our commercial kitchen.

What are your most significant accomplishments in the past 12 months?

Our most significant accomplishments this year are being entrusted with a loan from the Department of Economic & Community Development; obtaining WBENC certification; and expanding our business to include locations in the Midwest, Mid-Atlantic and Northeast regions.



By John A. Lahtinen

Special to the Hartford Business Journal

For husband and wife Cynthia and Thihan Tun, running their family sushi business is much more than just supporting their immediate family.

When the duo started their very first sushi business, Tun Asian Foods, 15 years ago, the success or failure of the business would not only impact their lives, but the lives of Thihan's family in southeast Asia.

"The efforts we were making for the business were to support Thihan's family in Myanmar," Cynthia said. "For the past 15 years, we have supported his extended family in Myanmar due to the difficult economic situation in that country."

Within five years of opening Tun Asian Foods and with the business growing, the duo turned their attention to the college and university sector and unveiled Edo Sushi Express, a small sushi delivery company based in Oakville. Their first customers were Yale University and UConn.

Cynthia — still a high school social studies teacher in New York at that time — worked nights and weekends supporting the business while Thihan shouldered much of the load in those early days. Eventually, Cynthia retired from teaching to focus her full-time efforts on helping grow the business.

And grown it has.

Today, Edo Sushi Express is a multi-service, business-to-business wholesale sushi company, specializing in sushi delivery and on-site sushi chef services. The company's kitchen is audited by the U.S. Food and Drug Administration and third-party sushi chefs. Onsite sushi chefs make sushi for customers in universities, grocery stores and offices. The company makes nearly 50 different types of sushi.

With 25 locations and expected revenues of \$2 million this year, Edo Sushi's customers feature some of the largest food service contract management companies in the country

including Compass Group, Sodexo and Aramark, as well as several area colleges and universities such as UConn, Quinnipiac, Wesleyan and Southern Connecticut State University.

In addition to recently signing a five-year contract with UConn to provide sushi to the Storrs campus, the company also achieved Women's Business Enterprise National Council (WBENC) certified woman-owned business status last December, making it the only company of its type that is woman-owned in the U.S.

Cynthia said scaling the business up from a mom-and-pop organization to a thriving business with a corporate office and presence across the country is a huge accomplishment and all part of her and Thihan's beliefs and values, which include non-negotiable food and product safety; uncompromising quality; passionate customer service; fearless innovation; plus rapid and continuous improvement.

"This effort is being made to expand our values and core beliefs into the sushi marketplace," Cynthia said. "We demonstrate integrity in the marketplace and with our team. We tell the truth. We respect the individual. We promote teamwork. We listen."

Edo Sushi's staff is made up of all types of people who share a passion for not only helping themselves but also working together toward a common goal.

Cynthia and Thihan make it a priority to make sure their team members have a sustainable living, health care and a safe and



welcoming work environment.

"Employees should be able to commit to learning about our industry; expand the vision of their personal possibilities; work with other members of the team productively; ask questions; and maintain a sense of humor under stress," Cynthia said.

Having worked for both large and small companies in her career, Shari Lee, Edo Sushi's operations assistant for the past six years, said working in a family-owned business allows her to know everyone she works with.

"No one is left out of meetings, lunches or parties," Lee said. "Everyone works as a team, no matter what your title. A larger company would separate you into groups or departments and everyone did their own thing and no one worked as a team except within their own department."

Cynthia said she and Thihan feel good that they can make a difference in their customers and employees lives.

"Being a small family business means that we have the ability to respond to the needs of each person we work with," Cynthia said. "It means we have the ability to use our values and core beliefs to better the lives of other people."

Congratulations to the recipients and finalists of the 2015 Family Business Awards for their contributions to the business landscape of Connecticut.



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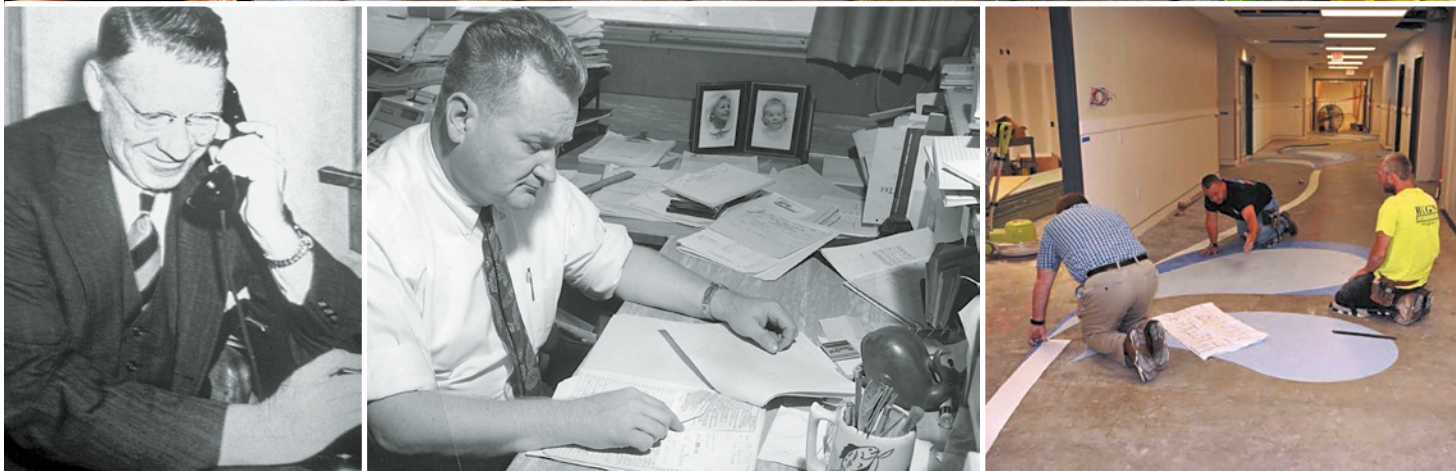
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M. Frank Higgins leverages dependable, quality work history



(Top, left to right) Higgins employees Collin Easton, Jacqui Cloud, Samantha Cloud, Kathy Cloud, Steve Cloud and Travis Cloud. (Bottom, from left to right) Historic photos of John "Jack" Cloud and M. Frank Higgins, and Higgins' employees planning out a flooring installation.

By John A. Lahtinen

Special to the Hartford Business Journal

To fully understand the history behind Newington commercial flooring specialist M. Frank Higgins, one really needs to go all the way back to 1952 when Michael Francis Higgins looked to expand upon the family's Boston flooring business.

Having done a great deal of military contracting work with the former Westover Air Force Base — now Westover Air Reserve Base — in Chicopee, Mass., Higgins saw Hartford as an ideal location to branch out. Leaving the Boston business in the hands of his two brothers, Higgins incorporated M. Frank Higgins & Co. as an independent Connecticut commercial-flooring contractor.

"Back then, business was done with a handshake, so Frank vowed to continue building and maintaining the long-standing customer relationships he had built back in Boston," said Kathy Cloud, president of the company, whose husband and co-owner Steve Cloud is Frank's grandson. "This gained him a reputation as a leader in the flooring industry and assured many loyal customers that he would continue to service them at his new business."

After more than 10 years at the helm,

Higgins retired in 1966 and turned the company over to his nephew, Albert Higgins, and his son-in-law, Jack Cloud, both of whom had been working in the business for several years.

"Albert served as the company's president until his death in 1989 when my father-in-law, Jack, took over as president and placed my husband in charge of operations," said Kathy Cloud. "Steve grew up working for his father during summer vacations, doing any job in the office or on the jobsite. Steve took over as president in 1992 and was able to double the volume of business in a relatively short period of time."

A high school physics teacher for 26 years, Kathy Cloud also served as an officer at the company, helping out wherever she could during the summers until she became president in 2013. Since then, she has helped Higgins attain women-owned business certification.

With customers including universities, public and private schools, healthcare institutions, corporate offices and general contractors, M. Frank Higgins today carries on the tradition of quality products and personal attention that Frank began more than 60 years ago. The company currently has 45 employees and expects to reach \$18 million in revenue in 2015.

In the past year alone, Higgins has landed some substantial business, including the new,

11-story Alexion Pharmaceuticals building in New Haven, one of the company's largest projects of the year valued at \$3 million. Kathy Cloud said the special order Milliken carpet tile and Tarkett rubber floor tiles installed throughout the building have required a tremendous amount of coordination. The project is scheduled for completion by year's end.

Higgins also successfully completed a new dorm project at Central Connecticut State University in July that required 125,000 square feet of Armstrong wood laminate, which had to be installed in just a four-week window before students began arriving back on campus.

In the spring, Higgins was awarded a \$2.6 million resilient floor project for the UCHC Tower next to the UConn Health Center.

"We are one of the few flooring contractors in the state that can handle the size and scope and still emphasize quality," Kathy Cloud said. "Lots of coordination of both materials and manpower is required. In addition, there is a great deal of emphasis on floor preparation throughout to ensure a smooth, well-bonded installation."

Reflecting on the company's heritage, Kathy Cloud said a family business goes well beyond the actual family members who are in the company.

"We treat all of our employees as part of

M. Frank Higgins & Co. Inc.

Headquarters: Newington

Industry: Commercial Flooring

Founded: 1952

Founder: M. Frank Higgins

Generation Currently Running Company: 3rd

Full-Time Employees: 45

Part-Time Employees: 2

Family Members Currently Employed at Company: Kathleen Cloud, president and owner (wife); Stephen Cloud, vice president and owner (husband, grandson to founder); Travis Cloud, business development director (son); Timothy Cloud, project manager (nephew); Collin Easton, project manager (son-in-law); Samantha Cloud, part-time marketing assistant (daughter).

Website: www.mfhiggins.com

Q&A

What is your company's biggest achievement in the last year?

M. Frank Higgins' greatest achievement in 2015 was a 40 percent growth in volume. We have done this through a variety of ways, but mainly by strengthening our relationships with our customers and maintaining high-quality standards in all that we do.

How do you instill your family values in your employees?

We instill our family values in our employees through example. We treat our customers with respect and dignity and routinely say, "Do whatever it takes" to fulfill your obligations. We empower our Higgins team to follow this lead.

What would your founder say about your company today?

M. Frank Higgins, or Frank as he was affectionately known, would say how surprised and honored he is to see how the company has flourished since its incorporation in 1952. Frank would be proud that his belief in doing business face to face with customers is still the best method practiced today.

this extended family," she said. "We know their spouses, attend their family weddings and funerals, and celebrate the birth of their children. A family business model means all have a voice."

Margaret Finnegan, Higgins's controller for the past year and a half, can attest to that, but she said it's really the company's executives who lead by example.

"What truly makes Higgins different is the fact that the principals are the hardest working employees in the company," Finnegan said. "Their dedication is infectious and as an employee, you just don't want to fall short in any way. It feels great to help an individual or organization achieve their goals. In a smaller company, you get the sense that your contributions are truly meaningful."



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United Steel expands into new challenges



United Steel Inc.

Headquarters: East Hartford

Industry: Construction

Founded: 1974

Founder: Kenneth Corneau

Generation Currently Running Company: 1st

Full-Time Employees: 183

Part-Time Employees: 0

Family Members Currently Employed at Company): Kenneth Corneau, president (father); Glen Corneau, vice president of field operations (Ken's brother); Keith Corneau, executive vice president (Ken's son); Kevin Corneau, machine operator (Ken's son); Kyle Corneau, estimator (Ken's son); Nicole Corneau, accounting clerk (Ken's niece & Glen's daughter).

Website: www.unitedsteel.com

Q&A

What is the biggest challenge to your business in the coming year?

Foreign competition and the competitive concerns as it relates to the advantages they have with their dollar being so much weaker than that of the U.S. This is not only driving work out of the U.S., but it's driving companies out of the U.S. as a result. This is a serious concern in our industry and well beyond.

What would you say to your founder about how you run the company today?

He's my father, and he is still in our office, so we are able to exchange "healthy feedback" on a daily basis.

What are the top two goals for your company over the next 50 years?

Become a profitable \$1 billion company by 2034 and to be the largest structural steel and miscellaneous metals fabricator and erector on the East Coast.



(Top left) United Steel employees and their families enjoy a day of fun at Lake Compounce in July. (Top right) Fabricators at work in the company's East Hartford location. (Bottom left, pictured left to right) Kyle Corneau, Ann Marie Corneau, Glen Corneau, Joan Tomczuk, Ken Corneau, Kim Marques, Keith Corneau and Kevin Corneau at a 2014 event that commemorated United Steel's 40th year in business. (Bottom right) The original East Hartford Welding truck, circa 1971.

By John A. Lahtinen

Special to the Hartford Business Journal

The story of United Steel — formerly East Hartford Welding — began with Ken Corneau's leap of faith back in 1974.

"I sold my car and motorcycle to purchase a truck and welding machine and began traveling from Vernon to East Hartford repairing dumpsters," said Corneau, now United Steel's president. "Starting a business is like having a baby and watching it grow. Each phase has incredible joys, along with challenges, but you love it each day."

Inside of a year, Corneau was renting an 800-square-foot space on Main Street in East Hartford, where he began fabricating dumpsters, rails, stairs and other metals. Not long after, and with the business growing, Corneau added another 800 square feet of space and hired his first employees.

The company continued to expand, and by 1979 Corneau had brought his brother, Glen Corneau, into the business to work in the field. Today, Glen serves as vice president of field construction.

Looking to expand upon his company's offerings, Ken Corneau decided to build a new facility in Manchester, which started fabricating light structural steel while also increasing its miscellaneous metals operation. By 1987, another move in response to tremendous growth saw the company move to a 30,000-square-foot facility in South Windsor.

"I felt confident that the facility would be sufficient to house the growing business," said Corneau, "and it was, but not for long."

By the early 1990s, in addition to again needing a larger facility, Corneau said it was

time to change the company's name to reflect what it had become. Thus, East Hartford Welding became United Steel.

In 1996, the company moved into the long abandoned 125,000-square-foot former Republic Steel facility in East Hartford. Corneau's son, Keith, who began working for the company at that time during his senior year in high school, now serves as an executive vice president.

Over the past 15 years, along with adding another 40,000 square feet to the facility to enhance its shipping and manufacturing operations, United Steel has made several plant improvements, Ken Corneau said, including equipment and systems upgrades and process assessments.

The company unveiled its new United Metals Division in 2013 and just last year, in partnership with Memphis steel provider Varco Pruden, created United Building Solution to offer general contracting services and pre-engineered buildings. Ken Corneau's son, Kyle, is involved with both divisions.

Today, United Steel's customer base includes architects, general contractors, design-build firms and construction managers, and its nearly 200 employees work on both public and private commercial construction projects throughout Connecticut, Massachusetts and New York.

Last fall, the company completed a 20,000-square-foot addition to streamline its manufacturing process, improve customer service and keep business practices modernized.

"United Steel was able to increase its employee base by 15 percent to maximize this new space and was able to increase production efficiencies to maintain a competitive edge," Ken Corneau said.

This year, the company has continued its nearly 700-day field safety record. With high safety risks involved in steel construction work, Corneau said the company conducts regular training, inspection and oversight to ensure the safety of its workers.

In addition, United Steel has completed several projects this year, including work at Lego's headquarters in Enfield, student housing at the University of New Haven, Firehouse 12 in Hartford, the Alstom Power Plant in Bloomfield, the Bakery on Main in East Hartford, the new Bass Pro Shops in Bridgeport, the VA Medical Center in West Haven and the Air National Guard in East Granby.

Chief Financial Officer Lynn Caouette, who started working for United Steel 19 years ago as an entry-level accountant, said the company and its family tradition make a difference in people's lives.

"We're building schools to foster education; we're building hospitals to improve health; we're building facilities that will bring jobs to communities," Caouette said. "Everyone here takes a real sense of pride in what they do. As I often hear our shop foreman say, 'We're building America.'"

Corneau acknowledges United Steel's strong family pedigree but is quick to add that the family extends well beyond the Corneau name alone.

"United Steel is considered a family business because I started the business and employ members of my family," Corneau said. "However, we have a large number of employees who are related to one another — even though they are not related to me. The fact that our employees recommend United Steel to members of their families is a testament to the success and atmosphere that surrounds our company." ■

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O&G Industries Inc.

Headquarters: Torrington

Industry: Construction

Founded: 1923

Founders: Andrew Oneglia & Flaviano Gervasini

Generation Currently Running Company: 3rd

Full-Time Employees: 840

Part-Time Employees: 10

Family Members Currently Employed at Company: David Oneglia, president; Ryan Oneglia (David's son); Gregory Oneglia, vice chairman; TJ Oneglia (Gregory's son); Christina Rossi, project manager (Gregory's daughter); Matt Oneglia, financial analyst (Gregory's son); Jason Travelstead, assistant vice president (Gregory's son-in-law); Raymond Oneglia, vice chairman; Brad Oneglia, assistant vice president (Raymond's son); Kara Oneglia, (Bob Oneglia's daughter).

Website: www.ogind.com



(Top photos, left to right) O&G workers at a job site and O&G's second generation: George Oneglia, Grancis J. Oneglia, Raymond A. Oneglia and Andrew Oneglia (seated). (Bottom photos, left to right) Communications director Seth Duke with Scarlett Tavarez at the Easter Seals backpack donation and project manager Mike Weston renovates the Hauser Bridge.

By John A. Lahtinen

Special to the Hartford Business Journal

Any conversation about family business has to include Torrington construction services provider O&G Industries and the Oneglia family.

Now in its third generation of leadership — with the fourth eagerly getting more involved every day — the Oneglia name has been synonymous with O&G since the company was founded in 1923 by Andrew Oneglia and Flaviano Gervasini.

Perhaps not unsurprisingly to anyone who knows them, the Oneglias heap much praise and credit beyond those bearing the family name.

"The O&G family extends beyond the Oneglia family," said Gregory Oneglia, vice chairman who has been with the company for 45 years. "Two hundred of our 1,000 employees are related to other members of the O&G family in some way. This includes direct relatives and second-generation O&G households working for the company. That's really a testament to sound family values. You wouldn't ask your son or daughter to work for a company that you didn't truly believe in."

Grace Viera, an accounts-receivable supervisor for the past four years, said working for a family business allows employees to be involved with management and owners on a

more personal level.

"You are treated like a valuable asset to the business and not just a number," Viera said. "It's not uncommon to walk down the hall and be personally greeted by an owner, who at times will strike up a conversation and show that they are genuinely interested in what you have to say."

Seth Duke, corporate marketing and communications manager, said he not only enjoys working for, but with, the Oneglia family.

"They've built a culture of leadership the old fashioned way," Duke said. "They give you a job, and it comes with an opportunity to take the ball and run with it. What you do with it is up to you."

With core products and services that include highway construction, building construction, construction materials and mason products, O&G is one of the largest school-construction contractors in the state. The company offers mason products, including brick and natural stone products through its Mason Supply Stores and Earth Products Showcase locations.

In the past year, O&G has seen its building division continue to expand. The company completed its 230th school construction project, including the new state-of-the-art, aerospace-themed CREC (Capital Region Education Council) Academy of Aerospace in Windsor that sits in the approach zone to

Bradley International Airport. O&G also finished the Arnhold Emergency Department at New Milford Hospital that will serve 20,000 patients annually, and an operating room at Charlotte Hungerford Hospital.

In addition, the company completed work on a major piece of the I-95/I-91/Route 34 Interchange in New Haven for the Pearl Harbor Memorial Bridge, being renamed from the Q Bridge.

"This is a critical piece in what has been touted as one of the most complex transportation initiatives Connecticut has ever undertaken," Oneglia said.

O&G's multi-faceted business has enabled the company to reach a wide ranging customer base with projects that include everything from state-funded civil construction, public and private schools, universities, healthcare facilities, industrial manufacturers and corporations to municipalities, contractors and retail customers.

Oneglia said it is that broad base of products and services that sets O&G apart from the competition.

"This is a direct result of our family leadership," Oneglia said. "Each member of the family is responsible for a different aspect of the business. Each one of O&G's lines of business is overseen by a member of our family, who is directly involved on a day-to-day basis. For our clients, that means they can always count on us to deliver."

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First Night Hartford
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GIL Foundation Inc.
Glenn Hansen Orchestra
Graham and Ruby DeLaet Foundation
Greater Bridgeport Symphony
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HARC
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International Institute of Cosmetology

Headquarters: Wethersfield

Industry: Post Secondary Education

Founded: 2002

Founder: Carmine Gugliotti

Generation Currently Running Company: 2nd

Full-Time Employees: 13

Part-Time Employees: 12

Family Members Currently Employed at Company:

Carmine Gugliotti, founder (husband); Cristina Gugliotti, assistant school director (wife); Leonardo Gugliotti, artistic director (son); Martin Gugliotti, dean of students (son); Damian Gugliotti, chief financial officer (son); Teena Gugliotti, director of branding and culture (daughter-in-law).

Website: www.studyhair.com

Q&A

Who is most responsible for your company's success today?

Carmine Gugliotti is the most responsible for our company's success. He pushes the rest of us to be comfortable being uncomfortable.

How can Connecticut improve its family business environment?

We find that although unpopular, Connecticut is business friendly. As far as what can improve, we would say offering educational and succession-planning services for family businesses.

What is the one family value you want passed onto each generation in your business?

Loyalty should be passed down. In this day and age, it seems to be lacking on many fronts. ■



(Top photo) International Institute of Cosmetology employees pose for a photo. (Bottom left) Photos illustrate how the institute's school has changed since its 2002 inception. (Bottom right) Four generations of the Gugliottis.



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C & C Janitorial Supplies

Headquarters: Newington

Industry: Janitorial Supplies

Founded: 1990

Founder: Grace and Martin Café

Generation Currently Running Company: 1st

Full-Time Employees: 26

Part-Time Employees: 0

Family Members Currently Employed at Company:

Grace Café, president and co-owner (mother);
Martin Café, vice president and co-owner (father);
Martin Café Jr., vice president (son); Kenneth
Café, sales (son); David Café, sales (son).

Website: www.ccsupplies.com

Q&A

What is your company's biggest achievement in the last year?

We always talk about growth, but our biggest achievement this year has to be the celebration of our 25th year.

What would you say to your founder about how you run the company today?

Wow! Look at where we are now. Being the owner of this company from its inception, it is amazing how we have grown. From my husband and I selling our services and cleaning buildings to now employing more than 25 people in such a short period of time, it is hard to imagine. The growth of our business has mirrored the growth of our children. Now, we have our entire family working together to further the legacy.

How have you adjusted to the modern market while maintaining your traditional values?

We have embraced technology to improve our sales processes and go-to-market strategies and have employed modern business analytics to improve our processes. At the same time, our family works together to achieve our business goals. We take time to have lunch together every day when possible to ensure that our family comes first. ■



Members of C & C's staff pose with commercial snow blowers (top), outside a store (bottom left) and at a trade show (bottom right).



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Kinsley Group

Headquarters: East Granby

Industry: Energy

Founded: 1964

Founder: Kenneth N. Kinsley

Generation Currently Running Company: 2nd

Full-Time Employees: 115

Part-Time Employees: 0

Family Members Currently Employed at Company:

Kenneth N. Kinsley, founder (father);
David Kinsley, president (son).

Company Website: www.kinsley-group.com

Q&A

What is your company's biggest achievement in the last year?

In the last year, the Kinsley Group has experienced tremendous growth in every category. We're hiring roughly 25 percent more employees and have a topline growth number of 50 percent for our current fiscal year. We've laid the foundation for this success over the last 50 years. Our past, current and future successes can be traced to our core values: doing the right thing, uncompromising excellence, team focus, pride and ownership and growth orientation. It goes without saying that we also have the best people in the industry in large measure because of these core values – they reflect our culture.

How do you instill your family values in your employees?

The aforementioned core values are: referenced by management and coworkers on a regular basis, central to the hiring and orientation processes, and displayed in every branch office.

What would your founder say about your company today?

In spite of the rapid growth over the last 50-plus years, Ken Kinsley, our founder, is grateful that the business has maintained its essence: "A company with a heart."



(Top photo) David and Ken Kinsley are the president and founder, respectively, of the Kinsley Group. (Bottom left) Kinsley employees at a bowling outing and (bottom right) a historic photo of Kinsley's headquarters.



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Gates Automotive Group

Headquarters: North Windham

Industry: Automotive

Founded: 1986

Founder: Craig M. Gates

Generation Currently Running Company:
1st and 2nd together

Full-Time Employees: 207

Part-Time Employees: 84

Family Members Currently Employed at Company:
Craig M. Gates, dealer principal (father); Denton H. Gates, executive manager (son).

Website: www.GatesGetsIt.Com

Q&A

How do you plan to keep your business going even after your current top executive retires?

By keeping the traditional values alive as well as introducing new and innovative ideas. Wait until you see what is coming to Gates in 2016!

How do you plan on winning a Connecticut Family Business Award next year?

By letting our values shine! We will let our actions speak for us.

How have you adjusted to the modern market while maintaining your traditional values?

Education! Gates has some new, exciting ventures coming soon and education is the key to this new adventure. Smart, well-educated employees make smart, well-educated decisions. Training is important, and Gates offers this to all employees at no cost to them.

(Starting top left, going clockwise) Gates Automotive management talking to employees; Gates Nissan history wall; Craig and Denton Gates pose for a photo; and Gates Automotive's promotional ice cream truck.



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(Top) Brian Liistro and Paul T. Liistro are co-managing partners. (Bottom left) Sam Parkinson, Brian Liistro, Sean Sheltry and Anna Kozikowski showing off their Connecticut Apartment Association "Maintenance Team of the Year" Award in 2013. (Bottom right) Fenn-Woode's "Fun with Fire" party to promote fire safety.



Fenn-Woode Apartments

Headquarters: Newington

Industry: Multi-family housing

Founded: 1970

Founders: Helen Liistro and Paul G. Liistro

Generation Currently Running Company: 2nd

Full-Time Employees: 6

Part-Time Employees: 0

Family Members Currently Employed at Company:

Paul T. Liistro, managing partner (brother); and
Brian Liistro, managing partner (brother).

Company Website: fennwoode.com/

Q&A

What are the family values of your business?

As a family-owned business, our core values are about how we treat our colleagues, vendors, customers and each other to create a positive, community atmosphere for employees and residents. Integrity, passion, commitment and excellence are what has helped deliver a great home and community for our residents.

What is your company's biggest achievement in the last year?

We have been working on a large renovation project over the last year to improve the community. These upgrades include remodeling the apartments with new kitchens and bathrooms and updating the common areas with new carpeting, mail boxes, light fixtures, wallpaper and decorations to give the buildings a brighter, more modern feel. Significant attention was paid to beautifying the grounds.

What is the biggest challenge to your business in the coming year?

Staying competitive in a growing industry will be our biggest challenge. With many new multi-family housing projects being built, our goal is to continue to work hard to bring the best living accommodations to our residents. ■

PDS Engineering & Construction Inc.

Headquarters: Bloomfield

Industry: Construction

Founded: 1965

Founder: Guy Jodice

Generation Currently Running Company: 2nd

Full-Time Employees: 43

Part-Time Employees: 4

Family Members Currently Employed at Company:

Ronald Jodice, owner (brother); William Jodice, owners (brother); Daniel Jodice (William's son); Kevin Jodice (William's son); Anthony Jodice (Ronald's son).

Website: www.pdsec.com

Q&A

What are the family values of your business?

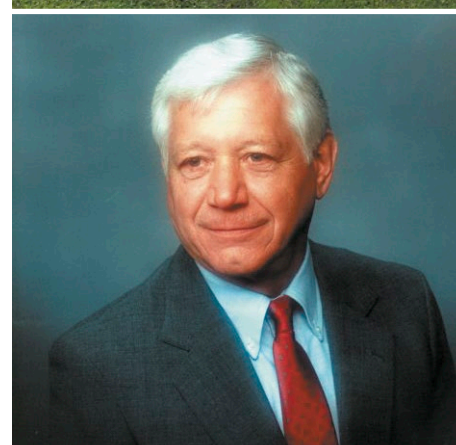
Working hard to maintain our family legacy of quality work and exceptional performance.

What are your most significant accomplishments in the past 12 months?

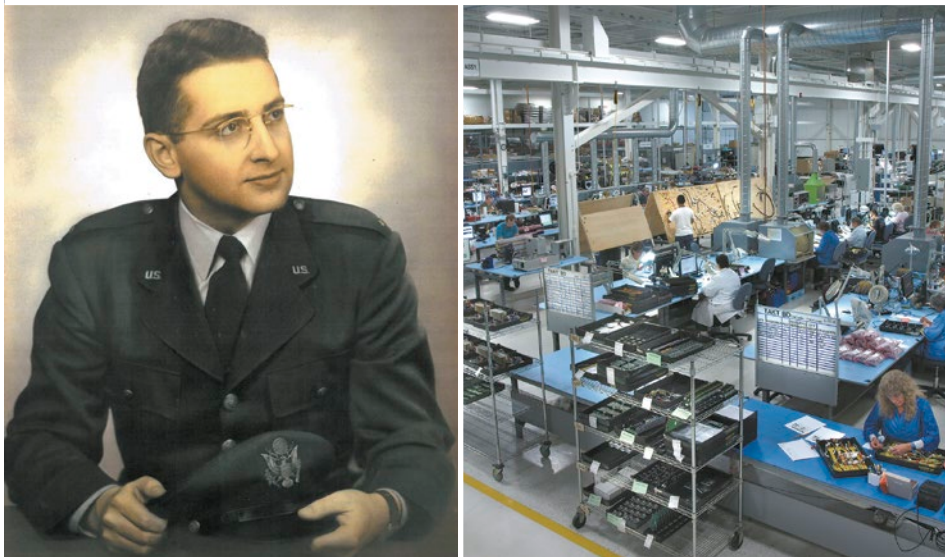
- PDS completed the new 140,000-square-foot Polamer Precision project in New Britain.
- PDS completed the newly renovated 7,700-square-foot Valenti Maserati Fiat dealership of Hartford.
- PDS completed the new Cornerstone Church project in Cheshire, which was an 18,000-square-foot new facility.
- PDS received a Silver Level Safety STEP Award.

What are the top two goals for your company over the next 50 years?

Continue to bring the latest industry solutions to our customers, maximize our existing industry relationships and deliver the outstanding service PDS is known for. ■



(Top photo) The entire Jodice family, including owners, stand outside the firm's Bloomfield headquarters. (Bottom left) Historic photo of PDS founder Guy Jodice and (bottom right) PDS employees posing for a photo.



(Top) Gov. Dannel P. Malloy met with Altek executives to commemorate the company's 40th anniversary. (Bottom left) First lieutenant Stephen Altschuler was the company's founder. (Bottom right) Altek's new Torrington facility.

Altek Electronics Inc.

Headquarters: Torrington

Industry: Electronic Contract Manufacturing

Founded: 1972 as Altek Company, 2003 as Altek Electronics Inc.

Founder: Stephen Altschuler

Generation Currently Running Company:
1st and 2nd

Full-Time Employees: 152

Part-Time Employees: 2

Family Members Currently Employed at Company:
Stephen Altschuler, chairman and owner (father); Sabrina Beck, vice president and owner (daughter); and David Altschuler, vice president and owner (son).

Website: www.altekcompany.com/electronics

Q&A

What are the family values of your business?

Family values of Altek begin with a customer-centric focus including responsiveness with integrity and quality. We exist today because of our stability. Since the inception, the business operates with the simple philosophy that "Income must exceed Outgo!"

How do you remain competitive in the market?

Remaining competitive requires dedication to continuous improvement. At Altek, we have the environment of continuous improvement, which is the backbone for our continued success. Our philosophy is "If it's not broke, break it." Our employees are no strangers to change and realize that change is necessary if we are to remain competitive in today's business climate.

What are your most significant accomplishments in the past 12 months?

Accomplishments include: nine employees completing Six Sigma Green Belt training; continued strengthening of middle management into a cohesive team through onsite training; the entire Altek family, including employees, giving back to the community; and 2014 marked our best sales year. ■

EBP Supply Solutions

Headquarters: Milford

Industry: Supply Distribution

Founded: 1918

Founder: Samuel and Sadye Baum (husband and wife)

Generation Currently Running Company: 3rd

Full-Time Employees: 262

Family Members Currently Employed at Company:
Meredith Reuben, CEO (mother); Andrew Reuben, director of marketing, foodservice (son).

Website: www.ebpsupply.com

Q&A

What are the family values of your business, and how do they help you remain competitive in the market?

Our family values are integrity, respect, accountability, compassion and customer centricity, which contribute to employee longevity, experience and knowledge. We offer expert thinking to our customers, and the training our staff receives is not lost in turnover so it can be translated to service and training for our customers.

What would your founder say about the state of your company today and its achievements in the last year?

Our founder would be astonished we are selling so many products and services from our core offerings in 1918 of bags and paper. Sam and Sayde Baum would not believe we sell high-value, ride-on floor machines. They would really be surprised we service customers from Maine to Virginia from three facilities.

What is the biggest challenge to your business in the coming year?

Our biggest challenge is finding, training and inspiring high-quality entrepreneurial teammates to work in our company as we move into the fourth generation of leadership. ■



(Top) EBP Supply Solutions employees stand for a photo. (Bottom left) A historic view of EBP's headquarters. (Bottom right) An EBP employee on the warehouse floor.



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Capt. John's Sport Fishing Center Inc.

Headquarters: Waterford

Industry: Charter business

Founded: 1946

Founder: Earl Wadsworth

Generations Currently Running Company:
3rd and 4th

Full-Time Employees: 5

Part-Time Employees: 10

Family Members Currently Employed at Company:

Robert Wadsworth, president and captain (father); Elizabeth Berner-Wadsworth, office manager (mother); Daniel Wadsworth (son); Ryan Berner, captain (son).

Website: Sunbeamfleet.com

Q&A

What are your most significant accomplishments in the past 12 months?

Our family business has refurbished our dock for social events. We are also completing the restoration of our 70-foot vessel Sunbeam VII to be added to our fleet.

How do you instill your family values in your employees?

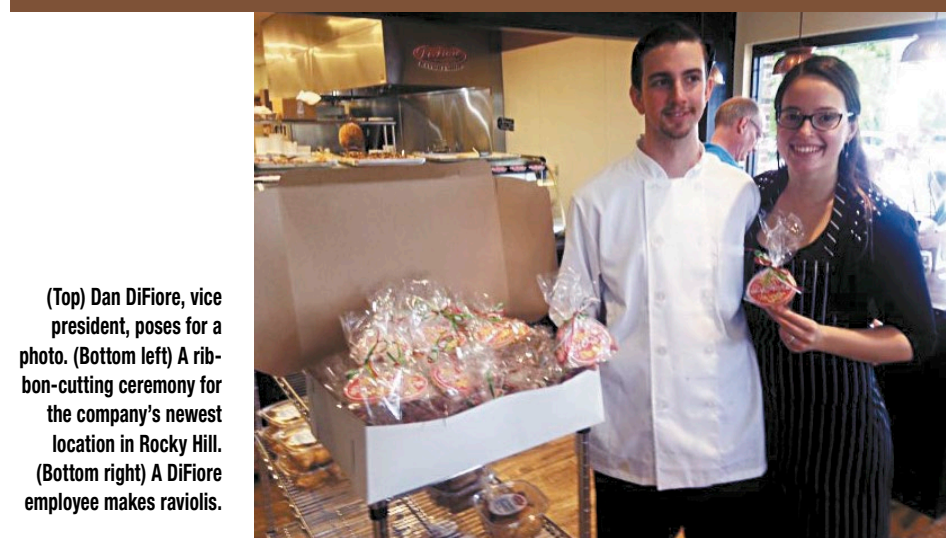
Most of our employees have been with us for many years and are treated as family. Their safety is dependent upon trusting each other as they do.

How can Connecticut improve its family business environment?

The services our family business offers are optional or discretionary. Our customers don't have to use us; they choose to. So, when the economy is bad (as it has been) and people stop spending money, we lose much needed business. What compounds this problem is when we get additional state regulations and taxes imposed on us. The net result is we get fewer customers and a higher cost per customer to operate. Connecticut can help improve its family business environment by being more sensitive to the needs of our industry that is hanging on by only the thinnest of threads, and encouraging the state's tourism agency to promote family businesses more aggressively. ■



(Top) Captain John's employees at a corporate function after they returned from a fishing trip. (Bottom left) The original office of the Sunbeam Fleet. (Bottom right) Captain Bob and his son Daniel with a 200-pound tuna.



(Top) Dan DiFiore, vice president, poses for a photo. (Bottom left) A ribbon-cutting ceremony for the company's newest location in Rocky Hill. (Bottom right) A DiFiore employee makes raviolis.



DiFiore Ravioli Shop

Location: Hartford

Industry: Retail

Founded: 1982

Founders: Andy and Louise DiFiore

Generation Currently Running Company: 3rd

Full-Time Employees: 22

Part-Time Employees: 10

Family Members Currently Employed at Company:

Don DiFiore, president (father); Andrea DiFiore, food preparer (sister); Dan DiFiore, vice president (son); Andrew DiFiore, sales associate (son); Stephanie DiFiore, sales associate (daughter); Bethany DiFiore, sales associate (daughter); David Dreier, delivery driver/packager (cousin).

Company Website: www.difioreraviolishop.com

Q&A

What is the one family value you want passed onto each generation in your business?

I would like to see future generations have as much passion for the business as current generations do. That way work never feels like work for them either.

What is the biggest challenge to your business in the coming year?

Our biggest challenge will be continuing to expand by opening a third location. We're aiming to open another store in West Hartford within another year, and with the recent opening of the Rocky Hill location and the Hartford store, that could be quite a lot going on.

What are the top two goals for your company over the next 50 years?

Our top two goals are to always produce as high of a quality product as possible and to always be as convenient as possible to our customers. ■

The Garden Barn Nursery Inc.

Headquarters: Vernon

Industry: Green Industry — Greenhouse/Nursery

Founded: 1978

Founder: Skip Guilmette

Generation Currently Running Company: 1st and 2nd

Full-Time Employees: 9

Part-Time Employees: 25

Family Members Currently Employed at Company:

Dennis Gliha, president (father); Kathy Gliha, secretary and treasurer (mother); Kim Gliha, vice president, (daughter); Shawn Gliha, vice president (son).

Website: GardenBarn.com

Q&A

How do you instill your family values in your employees?

Our family works side by side with the employees to help empower them. This helps to pass along the attitude that no job is too big or small for anyone within the company to do. Responsibility is shared by all of the employees. Employees treat the business as if it was their own. This helps bring a level of comfort to the customers.

How do you plan to keep your business going even after your current top executive retires?

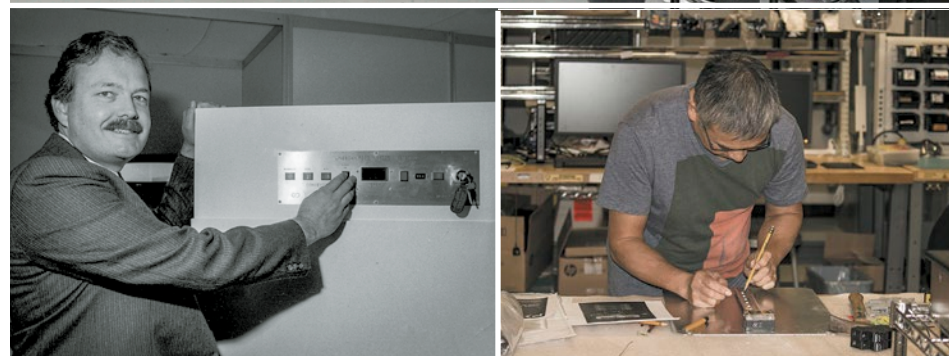
As the second generation takes over the business, they draw upon the values that were instilled in them growing up in the business. They have seen how the first generation conducted business and continue to improve upon those values.

What is the one family value you want passed onto each generation in your business?

The value that customers and employees are family. Without either party there would be no family business. Customers and employees are what keep a business alive. They have a symbiotic relationship that keeps each of them coming back to the business.



(Top) The Garden Barn team says goodbye to a longtime employee while enjoying a night of fun at Dave & Buster's. (Bottom left) Longtime employee, Brooke Troute, trains the next generation of garden center employees, Mike Kalencik, on how to process incoming orders. (Bottom right) The Garden Barn's original store from 1981 sits on top of a photo of the company's current, state-of-art facility in Vernon.



(Top) Precision X-ray staff pose for a photo. (Bottom left) Prior to founding Precision X-ray, CEO Brian Dermott is shown demonstrating a new X-ray system in the 1980s. (Bottom right) A Precision X-ray technician assembling the X-RAD touchscreen control panel at the North Branford facility.

Precision X-ray Inc. (PXi)

Headquarters: North Branford

Industry: Manufacturing

Founded: 2003

Founder: Brian Dermott

Generation Currently Running Company: 1st & 2nd

Full-Time Employees: 14

Part-Time Employees: 3

Family Members Currently Employed at Company:

Brian Dermott, founder (father); Amy Bradley, accounting manager (daughter); Laurie Rubin, service manager (daughter).

Website: www.pxinc.com

Q&A

What is your company's biggest achievement in the last year?

Following years of research and development and a \$2.2 million investment, PXi introduced the X-RAD SmART in 2015. This is the industry's most advanced image-guided radiation therapy system. With several new sales and X-RAD SmART system installations worldwide, Precision X-ray has grown significantly and profitably in 2015.

How do you plan to keep your business going even after your current top executive retires?

PXi President and part owner Bill McLaughlin will continue to lead the company following Brian Dermott's retirement.

Who is most responsible for your company's success today?

Since the company's inception, Brian Dermott has never been content in staying the course. Through Dermott's leadership and financial backing, PXi has emerged as the leading provider of safe, high-output X-Ray irradiators used in modern translational research. While Dermott has pushed the company's engineers and research partners to develop new technology and better systems, he credits current President Bill McLaughlin and the entire PXi team for developing high-precision systems that open up new applications in oncology, radiobiology and immunology.

R.P.M. Industries D.B.A. ProMold Plastics

Location: Portland

Industry: Manufacturing: Plastic Injection Molding

Year Founded: 1967

Founder: Riccardo Puglielli

Generation Currently Running Company: 2nd

No. of Full-Time Employees: 25

Family Members Currently Employed at Company:
Richard Puglielli (brother), president; and Lorella Puglielli Struzzi (sister), corporate secretary and legal advisor.

Company Website: www.PromoldPlastics.com

Q&A

What are the family values of your business, and how do they help you remain competitive in the market?

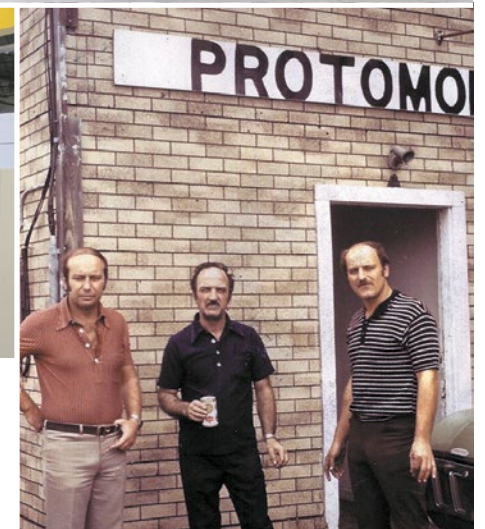
When an opportunity comes your way, respond quickly no matter how urgent the client is for a response. They usually lean toward those that are eager to help. Every new opportunity is also an opportunity to build and nurture a relationship that can help assure that new opportunities keep coming.

What would your founder say about the state of your company today and its achievements in the last year?

I can't believe you made it this far. It was like virtually re-building the whole company up from scratch again. I'm glad I got out when I did! It's much better leaving when you are at the top of your game.

What is the biggest challenge to your business in the coming year?

Clients that over specify or under specify what they want and trying to determine what they really need and are willing to pay. This adds a significant cost burden in the development and engineering involved with new projects, and it imposes a burden of risk in hopes of future growth.



(Top) ProMold Plastics President Richard Puglielli (center) stands on the shop floor with some employees. (Bottom left) ProMold employees working on the shop floor. (Bottom right) Photo of the company's earlier days.



(Top) Votto family dinner in Umbria, Italy. (Bottom left) Members of the Votto Vines executive team (from left to right) Michael Votto, Peter Votto, Leah Votto, Nicholas Votto, Stephen Votto and Jeremy Jerome. (Bottom right) Michael F. Votto and Olivia Votto filling barrels at Tabarrini winery in Umbria, Italy.

Votto Vines Importing Inc.

Headquarters: Hamden

Industry: Wine and Spirits

Founded: 2009

Founders: Michael Votto; Stephen Votto; Peter Votto; Nicholas Votto; Jeremy Jerome

Generation Currently Running Company: 1st

Full-Time Employees: 10

Part-Time Employees: 5

Family Members Currently Employed at Company:
Michael P. Votto, president and CEO (brother); Nicholas Votto, senior vice president (brother); Stephen Votto, senior vice president and CFO (cousin); Peter Votto, senior vice president (cousin); Leah Votto, director of compliance and research and Connecticut sales manager (cousin); Jeremy Jerome, senior vice president (brother-in-law); James Votto, marketing and research assistant (cousin).

Website: www.vottovines.com

Q&A

What are the family values of your business?

There are six members of the Votto family in our business, so our entire company philosophy is based on familial structure and support. The most important values are hard work and a focus on tradition while at the same time creating new ones. This idea is captured in our first company tagline, "Old World Values, New World Vision."

How do you remain competitive in the market?

In the cutthroat and highly aggressive wine business, we are not simply trying to compete but develop our own niche and identity. Being nominated by Wine Enthusiast as national "Wine & Spirits Importer of the Year" in 2015 and being recognized by Forbes as one of America's Most Promising Companies have been a huge boost to our identity and exposure.

Who is most responsible for your company's success today?

Our grandmother Gloria "Nonna" Votto is most responsible for the company's success today. At the tender age of 93 years old, Nonna's influence is not necessarily on our day-to-day activities, but rather the values she instilled in all of us at a young age to appreciate our Italian heritage and great food, wine, culture and, of course, family.

BioSafe Systems LLC

Headquarters: East Hartford

Industry: Disease control for agriculture, horticulture, industrial and consumer markets

Founded: 1988

Founder: Rob Larose

Generation Currently Running Company: 1st

Full-Time Employees: 48

Part-Time Employees: 7

Family Members Currently Employed at Company:

Rob Larose, owner and president (father); Mary Ann Larose, accounting (mother); Lauren Crane, operations manager (daughter); Mike Larose, agriculture segment manager (son); Matt Larose, technical sales and service (son); Steve Larose, technical sales and service (Rob's brother).

Website: www.biosafesystems.com

Q&A

How do you remain competitive in the market?

We strive to keep our overhead low, empower our people to be decision makers, maintain the highest level of customer service and be innovative in our product development.

What is your company's biggest achievement in the last year?

Successfully positioning BioSafe Systems in a new market within agriculture, providing food safety solutions to the U.S. meat and poultry industry.

What is the one family value you want passed onto each generation in your business?

Integrity. ■



(Top, left to right) Matt Larose, Mary Ann Larose, Rob Larose, Rene Larose, Steve Larose, Lauren (Larose) Crane, Emma Crane, Justin Crane and Michael Larose. (Bottom left) Bentley, the office mascot, next to a photo of employees (right) participating in a team-building exercise.

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Keynote Speaker:



Floyd Green, Corporate Vice President of Community Relations & Urban Marketing, Aetna

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Assisted Living Services Inc. & Assisted Living Technologies Inc.

Headquarters: Meriden

Industry: Homecare Services

Founded: 1996

Founder: Sharon D'Aquila

Generation Currently Running Company: 1st

Full-Time Employees: 150

Part-Time Employees: 250

Family Members Currently Employed at Company:

Sharon D'Aquila, president of Assisted Living Services Inc. (wife); Ron D'Aquila, president of Assisted Living Technologies Inc. (husband); Mario D'Aquila, vice president and director of business development (son).

Websites: www.assistedlivingct.com and www.assistedlivingtechnologies.com

Q&A

How do you instill your family values in your employees?

The key to the company's success is it has surrounded itself with the very best employees that truly love working with the elderly and clients of all ages with special needs. Employees have a proven track record of reliability and compassion.

What would your founder say about your company today?

Sharon D'Aquila founded the company after caring for her grandfather. Over the past 20 years, Assisted Living Services Inc. has become a premier provider of homecare services throughout Connecticut. The company has been forward-thinking, innovative and creative in finding new ways to improve home care. In 2010, a new sister company was established called Assisted Living Technologies Inc. that is the only Connecticut company to offer wireless, sensor-based technologies to help seniors and individuals with special needs.

What is the biggest challenge to your business in the coming year?

Regulations, laws and mandates continue to daunt and challenge businesses trying to create jobs and help people with affordable services.



(Top) Alzheimer's Association team walk with family members, staff and owners. (Bottom left) The Assisted Living Technologies team (seated left to right) Julianne Abernathy, Sharon D'Aquila, (standing left to right) John Paul Mayhew, Ron D'Aquila and Mario D'Aquila. (Bottom right) Therapy animal visit to an assisted-living community.



(Top) Highland Park Market employees and executives enjoy the CRIS Radio Golf Tournament. (Bottom left) A historic photo of Highland Park's early days. (Bottom right, top) Tim Devanney Sr., received the American Diabetes Father of the Year Award. In the picture are all six of his children. (Bottom right, bottom) A Highland Market employee displays fresh food.

www.HartfordBusiness.com

Highland Park Market

Headquarters: Manchester

Industry: Retail

Founded: 1886

Founder: Jack Devanney purchased from the White Family

Generation Currently Running Company: 3rd

Full-Time Employees: 115

Part-Time Employees: 450

Family Members Currently Employed at Company:

Timothy Devanney, Sr., president and owner (father); John Devanney, vice president of perishable departments (son); Timothy Devanney, Jr., vice president of operations (son); Molly Devanney, vice president of public relations (daughter); Cathleen Devanney, company officer (daughter); Christine Sheehan, company officer (daughter).

Company Website: www.highlandparkmarket.com

Q&A

How do you plan on winning the Connecticut Family Business Award next year?

The mission statement of the company really ties to the family and the values, which are lived by Tim Devanney. Devanney always says, "Be nice, if you live by those words you will be fine. If you are nice to vendors, co-workers, customers and everyone you come into contact with the business will take care of itself."

How have you adjusted to the modern market while maintaining your traditional values?

We have adjusted to the modern market by adapting to technology as our customers have asked us to. Highland Park Market has a strong tradition of high-quality products and doing anything for the customer. We have continued to carry on the tradition of old-fashioned service. As far as innovation goes, Highland Park Market was one of the first companies to start the prepared meals program more than 25 years ago.

Who is most responsible for your company's success today?

The person most responsible for the success of the company is Tim Devanney and the entire Highland Park Market family, which consists of all of our employees who provide uncompromising service.

Saybrook Point Inn & Spa

Headquarters: Old Saybrook

Industry: Hospitality

Founded: 1980

Founders: Louis and Mary Tagliatela

Generation Currently Running Company: 2nd

Full-Time Employees: 199

Part-Time Employees: 60

Family Members Currently Employed at Company:

Stephen Tagliatela, innkeeper and managing partner (brother); Louis Tagliatela, Jr., managing partner (brother); Tricia Tagliatela, managing partner (sister).

Website: www.saybrook.com

Q&A

Who is most responsible for your company's success today?

Our parents and the values they have instilled in the three kids currently running the operations. We have a creed of family and business values that we read aloud at each of our family board meetings.

How can Connecticut improve its family business environment?

Family businesses have a very unique problem as many successful family-owned and operated businesses do not survive succession. Fortunately, here in Connecticut, we have the University of New Haven, which has a wonderful Center for Family Business that is a unique resource for family-owned businesses of all sizes. We have been a charter member for the last 22 years and strongly recommend its services. The state of Connecticut needs to change. The state needs to work on lowering the cost of doing business in the state so that family businesses of all sizes can be competitive with our neighboring states.

What is the one family value you want passed onto each generation in your business?

Love what you do, share the spotlight with your family members, set your goals, stay focused on your objectives, and build lasting relationships.



(Top) Saybrook Point Inn & Spa employees commemorate the company's 25th anniversary. (Bottom left) A historic photo of the Saybrook Point Inn & Spa. (Bottom right) Saybrook Point's culinary team working at the Fire & Ice Festival.


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Allied Printing Services Inc.

Headquarters: Manchester

Industry: Printing

Founded: 1949

Founder: John F. Sommers

Generation Currently Running Company: 3rd

Full-Time Employees: approx. 290

Part-Time Employees: 0

Family Members Currently Employed at Company: John G. Sommers, Jr., president and CEO (grandson); Betina Sommers, executive vice president of administration (grandmother).

Website: www.alliedprinting.com

Q&A

What are the family values of Allied Printing Services?

Pride, commitment and dedication are at the core of Allied's family values. Every employee plays a part in our quality products. We believe in remaining true to our craft, to ourselves and to our customers, to whom we owe our growth and success.

How do we plan to keep Allied Printing Services going even after our current top executive retires?

Our 29-year-old CEO is currently developing a succession plan, after taking over the company three years ago following the sudden death of his father in 2013.

What are our most significant accomplishments in the past 12 months?

- Installed 4,540 solar panels, one of the largest rooftop arrays in Connecticut as part of our sustainability program.
- Built a secure encrypted data center with real and virtual limited access to ensure security of customer files.
- Invested in ourselves through significant capital expenditures on new equipment.
- Hosted our first employee wellness fair.
- Created jobs and increased employment opportunities through double-digit growth.



(Top) Employees at Allied let their holiday spirit shine by participating in an ugly sweater and tie contest. (Middle) Allied's Kevin Howard, Barry Johnson and Santiago Ruiz run a printer color check. (Bottom) Allied Printing executives John G. Sommers, John F. Sommers, Heather Sommers, Betina Sommers and Gerry Sommers break ground on a plant addition.



(Top) Paul and Brian Liistro, brothers and managing partners of Arbors of Hop Brook LP, joined by Congressman Joe Courtney at the Vernon Manor Health Care Center Open House in September 2014. (Bottom left) Vernon Manor Health Care Center staff dancing in their 2014 Pink Glove Dance honoring Carol Kozlowski (center), housekeeping/laundry supervisor, for being a four-year breast cancer survivor. (Bottom right) Manchester Manor Health Care Center nurses update patient records.

Arbors of Hop Brook LP

Headquarters: Manchester

Industry: Skilled nursing and continuing care retirement

Founded: 1966

Founder: Helen Liistro and Paul G. Liistro

Generation Currently Running Company: 2nd

Full-Time Employees: 226

Part-Time Employees: 220

Family Members Currently Employed at Company: Paul T. Liistro, managing partner (brother); and Brian Liistro, managing partner (brother).

Websites: www.arborsct.com;
www.manchestermanorct.com;
www.vernonmanorct.com

Q&A

Who is most responsible for your company's success today?

Employees are the key to our success and without them we wouldn't be able to provide the outstanding care that our patients deserve. Our staff is our most valuable asset and without their dedication to our organization and industry, it would be impossible to operate efficiently and effectively. As a team, we support each other and create an environment that encourages our employees to develop their talents and skills. We understand that when our staff succeeds so do we.

How can Connecticut improve its family business environment?

Decreasing the hurdle of regulation related to asset preservation would help Connecticut create a friendlier place to do business.

What is the one family value you want passed onto each generation in your business?

Superior customer service. We are charged with the responsibility of improving the well-being of our residents so having a customer focus is of the utmost importance. We want each resident to feel like part of our family and leave feeling that they received the best care possible.

A/Z Corporation

Headquarters: North Stonington

Industry: Construction

Founded: 1968

Founder: Ed Lorenz

Generation Currently Running Company: 2nd

Full-Time Employees: 442

Part-Time Employees: 0

Family Members Currently Employed at Company: Perry Lorenz, president and CEO (father); Kent Lorenz, director of finance and development (son); Stephen Mahoney, program director (Perry's cousin); Kara Goodwin, marketing coordinator (Perry's niece).

Website: www.a-zcorp.com

Q&A

What is the biggest challenge to your business in the coming year?

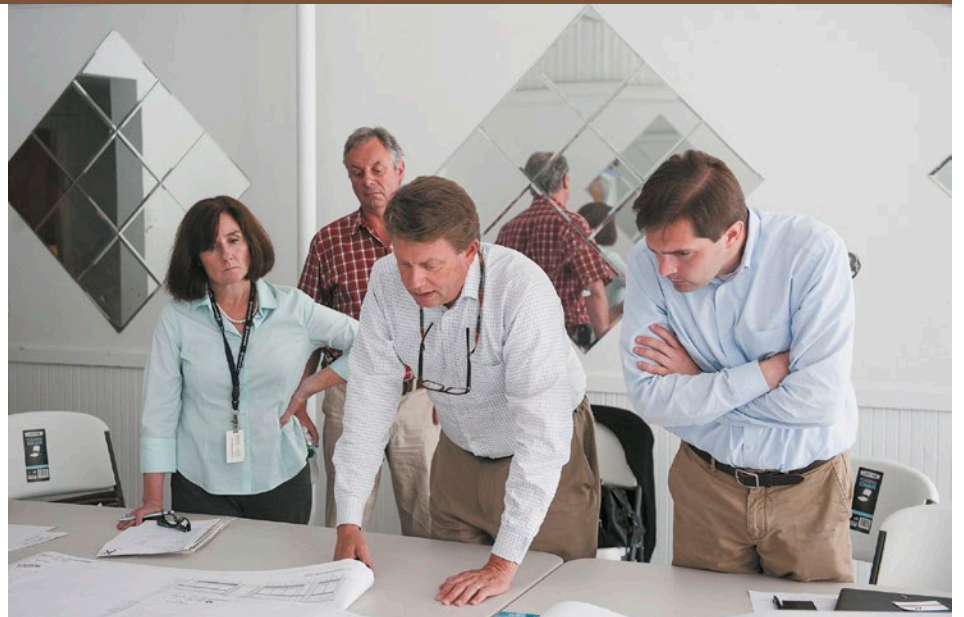
One of the biggest challenges facing A/Z Corp. has been finding and recruiting technically experienced personnel within the marketplace. Leadership has taken several measures to help ensure that the company is able to grow its qualified workforce and continue to meet the needs of our clients by offering comprehensive employment packages and the opportunity to grow.

How can Connecticut improve its family business environment?

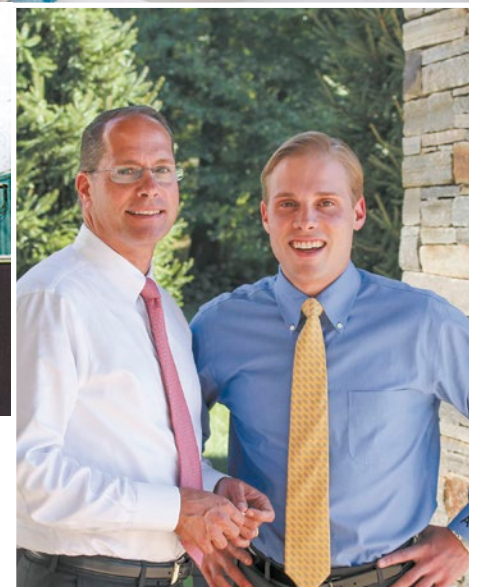
Additional improvements to tax incentives or tax abatements would go a long way to retain business in Connecticut.

What would your founder say about your company today?

Nearly 50 years ago, Ed Lorenz founded A/Z Corp. on three core values: integrity, accountability and collaboration. A/Z's successive generations of leaders and employees have worked hard to make sure that these values continue to stay at the forefront of all our operations. Perry Lorenz and the senior management team firmly believe this commitment has allowed A/Z to sustain partnerships with some leading Connecticut companies like Pfizer, General Dynamics-Electric Boat and Dow Chemical.



(Top) Stephen Mahoney, program director (pictured far right), viewing plans for a National Grid project. (Bottom left) A historic photo of company founder Ed Lorenz. (Bottom right) Perry Lorenz with his son Kent Lorenz.



(Top) A photo of the old Mastco bus. (Bottom left) Bus drivers celebrate a fellow driver's birthday. (Bottom right) Lou DeVivo, who recently passed away, with grandson Kyle DeVivo, at Kyle's wedding this past August.

DATTCO Inc.

Headquarters: New Britain

Industry: Transportation services

Founded: 1924

Founder: Helen Muter and Dominic Soccoli, Louis and Edward DeVivo, and Michael Tolomea

Generations Currently Running Company: 2nd & 3rd

Full-Time Employees: 656

Part-Time Employees: 1,514

Family Members Currently Employed at Company: Don DeVivo, president (father); Kyle DeVivo, fleet coordinator (son); Kevin DeVivo, part-time employee (son).

Website: www.dattco.com

Q&A

What would you say to your founder about how you run the company today?

Our founders would be very proud of how much the company has developed and how diverse it has become. They would be thrilled to know the core of the business they started has changed very little. The tools (and lingo) may have changed, but people are the key to our business.

What are the top two goals for your company over the next 50 years?

Fifty years is a long time, and I assume the transportation business will look vastly different. Our goal is to accommodate changing trends and increase ridership as time goes on, therefore remaining relevant and profitable. Our other top goal is to retain our family culture.

How do you plan to keep your business going even after your current top executive retires?

Don DeVivo has no current plans to retire. When that time comes, our hope is the next generation will be ready to take over. Our corporate philosophy has always been to hire the most talented individuals. This provides us with a stable management team that does not rely on day-to-day direction from ownership.



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Formerly the publisher of the Hartford Business Journal, during her 12 years, **GAIL LEBERT** led the talented HBJ team to evolve from a weekly newspaper into a business information company.

Currently Lebert is director of strategic development for Klingberg Family Centers, whose mission is to build healing relationships that empower children and families to reach their full potential. Klingberg Family Centers, located in New Britain and Hartford, serves more than 2,500 children and families in Connecticut each year.

In 2009, Lebert was awarded the Journalist of the Year by the Small Business

Administration of Connecticut. In 2012, Lebert was honored as a Woman of Achievement by the Women Advocates for Youth at Adelbrook, The Children's Home in Cromwell. In 2013, she was honored by the YWCA in New Britain.

Lebert graduated from Ithaca College in New York with a bachelor's degree in English.

Lebert lives in Glastonbury with



Gail Lebert

her husband Jeff. She loves the beach and spending time with her family, daughter Angel and her two granddaughters.

ANTHONY PRICE is an economic development professional and entrepreneur. He is a trusted adviser to startups and growing businesses throughout Connecticut, where he has led economic development initiatives in Hartford, New Haven and Waterbury. His expertise is sourcing growth capital for entrepreneurs.

Price turned his love of small-business finance into a business: LootScout, where

business finds capital. He created the Hartford Capital Summit, an annual event to educate entrepreneurs about capital.

Price has written for the Hartford Business Journal and the Federal Reserve Bank of Boston. He has appeared on TV, radio programs, blogs and other social media platforms.

Recently, Michael Shuman, author of the book, "The Local Economy Solution: How Innovative, Self-Financing Pollinator Enterprises Can Grow Jobs and Prosperity," thanked Price for his research assistance.

Price serves on several nonprofit boards in leadership positions and has been on a for-profit board for the past seven years.



Anthony Price

DORIS SUGARMAN is the executive director and co-founder of The Connecticut Forum, a one-of-a-kind nonprofit organization based in Hartford that presents live, unscripted panel discussions among renowned experts and celebrities each year, and community outreach programs including the CT YOUTH Forum.

Sugarman has been widely recognized for her pioneering work at The Connecticut Forum, now in its 24th season, including receiving the Hartford Business Journal's Women in Business Award in 2005.

In addition to co-founding The Connecticut Forum, Sugarman is a founder of The Connecticut Women's Hall of Fame. She serves on the board of directors for Hartford Habitat for Humanity, and, previously, served on the board of directors for Connecticut Children's Medical Center and the Connecticut Women's Hall of Fame.

Sugarman has three grown sons — Skip, Jesse and Scott. She lives in West Hartford with her husband, Richard, and their beloved boxer, Mr. Rooney.



Doris Sugarman

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EDITORIAL

Economic summit: good idea, but lasting impact unlikely

Connecticut's leading business, union and municipal lobbying groups deserve credit for announcing their intentions to hold a summit next month to discuss ways to combat the fiscal and economic challenges facing the state.

The political rivals' attempt at bipartisan talks on key issues should serve as a lesson to state and federal lawmakers who too often let political gamesmanship get in the way of good governance.

However, those expecting the Connecticut Business & Industry Association, Connecticut Conference of Municipalities (CCM) and state AFL-CIO to agree on anything substantial shouldn't hold their breath. While all three groups share a core mission to improve the state of Connecticut, their views and interests converge on fundamental issues, particularly state finances. Each group represents powerful interests who stand to gain or lose the most with any types of reforms or budget cuts or tax increases.

Municipalities, for example, receive billions of dollars annually in state aid, while unions represent state workers and retirees whose salaries and benefits make up more than 30 percent of the state budget. Businesses, on the other hand, are the state's main revenue generators, either directly through taxes and fees they pay, or indirectly by employing people who pay the state income, property and other personal taxes.

At a time of continuing fiscal crisis, it's hard to see how these three diverging interest groups can come together to shape policy that puts the state on a more stable footing. In the end, it appears someone's ox will need to be gored. Tax increases or funding cuts seem to be the only alternatives for policymakers who lack the political will, or intellect, to reform government in ways that improves services and lowers costs.

The CBIA has been fighting tax increases and increased government spending for years, and lately, have been at the losing end of the debate. After being hit with the largest tax increase in state history in 2011, the legislature approved another significant wave of tax hikes earlier this year.

Meanwhile, CCM has been fighting — largely successfully — to maintain municipal aid spending levels. Unions were forced to make some concessions in 2011, including a two-year wage freeze, but have been able to avoid major layoffs keeping their ranks relatively unscathed.

Businesses, however, may have public sentiment on their side. Last week, a new Quinnipiac Poll found Gov. Dannel P. Malloy's approval rating plummeted to 32 percent, close to the historic 24-percent low hit by former Gov. John G. Rowland, when he was engulfed in a corruption scandal. Voters gave Malloy a thumbs down on key issues related to taxes, the budget, economy and jobs.

Residents' tolerance for further tax increases appears to have run its course and they clearly aren't happy with the way Malloy and the legislature have handled the state budget. What is clear is that there needs to be fundamental changes in how state government operates. Every state dollar allocated must be reviewed and put through a "needs" test. Some funding must be reallocated, while other wasteful or luxury spending must be cut.

And all of this can be done without forcing layoffs down the throat of state unions. State government's workforce, like the rest of Connecticut, is aging, so as employees increasingly head toward retirement we can shrink the state's bureaucratic largesse and move employees to positions most critical for the state to carry out its core mission. This is where state government must take a page out of the private-sector playbook.

The CBIA, CCM and AFL-CIO aren't promising to concoct a blueprint to solve all of Connecticut's ills, but they do think they can find some common ground on issues related to transportation, energy and health care.

We credit all three sides for sitting down and talking about the issues because expanding the marketplace of ideas can only be helpful. We're just a bit skeptical of there being any Kumbuya moment. ■

OTHER VOICES

Time to regulate fantasy sports

By Roxanne Jones

"Jones, who you got this week? What do you know? We know you got something good, so give it up."

I got used to my teammates taunting me on our weekly Fantasy Football conference calls. And I knew we were in first place in our fantasy football league, so this seemed no time to hold back the "insider" information I had on NFL players.



Roxanne Jones

In the fantasy sports game, if you have information that gives you an edge over your competition, you use it. It's not exactly cheating or "insider trading" — using every bit of data you come across is the whole point of the game. Because in the multibillion-dollar online fantasy sports business, where participants can assemble a fantasy team of actual professional athletes and compete with millions of other online players, your performance depends on how your players perform.

You pay to play fantasy sports, with entry fees ranging from 25 cents to \$1,000. And with cash prizes up to \$2 million, there is huge incentive to win. But when you're talking about that kind of money, people are going to take it seriously — really seriously.

This week, allegations of insider trading exploded in the online fantasy sports community following a New York Times report. Now, New York Attorney General Eric Schneiderman has launched an investigation into practices at DraftKings after one of its mid-level employees, Ethan Haskell, won \$350,000 at a rival site, FanDuel.

DraftKings has admitted to accidentally releasing nonpublic information before all the bets were placed. But at issue is whether its employee had access to that information before placing his bet at FanDuel that week. It's a tricky question because the high stakes business of online fantasy sports is largely unregulated.

But that may soon end.

In my case, I was playing fantasy sports the old school way — on a team, not online. The prize: bragging rights and a fancy steak dinner. But to me, it wasn't about the actual prize. I was NFL senior editor, a first for a woman at ESPN. So I felt like I had a lot to prove, and decided early on that no one was going to know more about the players' lives — on or off the field — than me.

For years, I spent most of my days on the road with players, coaches and sports agents attending weddings, funerals, family reunions and even baptisms. Not to mention, the never-ending parties, the occasional seedy strip joints and more football camps and workout sessions than I care to recall.

Mostly, I got to know a lot of good people who treated me like family, fed me and looked out for me on the road. But spend enough time with a person and you're bound to meet some of their demons along the way.

So, yes, my fantasy teammates were right. I

did have insider information. And I'm not talking about your standard injury and statistical analysis reports. Every week, I knew exactly which players were likely to perform best mentally and physically on game day. The problem was, most days it just didn't feel right to share publicly the very private things I learned. Playing fantasy sports quickly became a conflict of interest for me. And I quit after three years, even though my teams won each year I played.

Every week, I had to ask myself whether I should I share with my teammates snippets of information such as that our favorite receiver probably won't be very focused Sunday because his girlfriend is pregnant — and he just had to tell his wife. Or that our top running back would be playing distracted because his jealous boyfriend showed up at the club last night and now he's afraid he'll be outed — or worse — by his teammates. Then, there was the time one of my top quarterbacks discovered before a Monday night game that his agent had bilked him out of tens of millions — no way would he have his head in the game. In fact, he'd be a fantasy bust probably for the rest of the season. And if we were smart, we'd trade him.

I can't say I wasn't tempted to share all of these juicy details — bragging rights are a big thing for a gal. And I'd be lying if I said I never shared some of the tawdry tales I learned about players along the way, although I mostly kept these tidbits private unless it was relevant to an article the magazine was working on at the time. But what if \$350,000 was at stake? I'm sure I would have used any and all the info I had to get an edge and win the jackpot.

It's too early to know how the investigation into DraftKings and FanDuel will end. But one thing I do know is that in fantasy sports, the best strategy will always be to seek out "secret" information and use it to your advantage. And for those of us who work in the sports industry, like Ethan Haskell, it is just too tempting to capitalize on the information you come upon at work. It becomes an unnecessary conflict of interest.

What needs to happen now?

Well, DraftKings has temporarily suspended their employees from betting on fantasy sports pending the investigation. That's a good start, and it should be standard practice throughout the industry. Fantasy sports is a rapidly growing business. And it is not going away (unless, of course, users start to feel the game is fixed against them, with the advantage going to industry insiders).

But it's time to regulate the business and protect the integrity of the games for the millions of paying online fantasy players who will never have the type of insider information that those of us in the sports industry encounter.

After all, who are we kidding? With billions on the line, believing you can completely trust people to play fair on their own and resist any insider trading is the biggest fantasy of all. ■

Roxanne Jones, a founding editor of ESPN Magazine and former vice president at ESPN, has worked as a producer and as a reporter at the New York Daily News and The Philadelphia Inquirer. This column originally appeared on CNNMoney.com.

HARTFORDBUSINESS.COM POLL

Who is most to blame for the Dillon Stadium development debacle?

- ☐ Segarra administration
- ☐ City council
- ☐ The developer

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Last week's poll results:

Should lawmakers ask state workers for salary and benefit concessions to help balance the budget?

86.5% Yes

13.5% No



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Construction brings excitement, risk to Hartford

By Peter Strniste, Jr.

Scaffolding, cranes and inevitable construction project delays are once again in Hartford's future. There is a buzz in the air surrounding several large construction projects presently in the design or construction phase in and around Hartford.

Construction on the Yard Goats' ballpark is moving full speed ahead on the border of Hartford's North End as part of the new \$350 million Downtown North mixed-use development plan. The University of Connecticut is also in the design development phase of UConn Hartford, where classes are expected to begin

as early as fall 2017. A few other projects include Trinity College's purchase of the former Travelers Education Center at Constitution Plaza, the fairly recent completion of the XL Center's \$35 million facelift, the \$25 million Intermodal Triangle Project connecting Bushnell Park to public transportation, potential renovations to the Goodwin Square office tower and, of course, the much anticipated I-84 viaduct project.

While growth and construction is exciting and stimulates our local economy, it is important for those in the industry, including public and private

owners, developers and contractors, to be mindful of the inherent costs associated with project delays. Public and private owners rely upon construction professionals to estimate the duration of a project so that associated hard and soft costs can be quantified and properly budgeted.

Many construction projects today consist of renovations to an existing building or involve multiple phases or projects managed separately as part of a single owner's construction program. It is very difficult for designers on such projects to account for and incorporate all existing conditions into their drawings and specifications and for contractors to anticipate all future coordination issues.

It is also challenging at the onset to predict weather, labor conditions, the availability of raw materials and other factors that might effect a project's duration. These unknowns often result in unanticipated project delays, acceleration or other impacts that affect all the parties in the construction pyramid.

However, there are many different ways to allocate and transfer the risks associated with project delays within a construction contract. Two of the most common provisions for doing so are "No Damages for Delay" clauses and "Liquidated Damages" provisions.

No Damages for Delay clauses typically protect an owner from increased costs resulting from construction delays by restricting a contractor's ability to recover for overhead, general conditions and other extended-duration costs attributable to delays for which the

► **While growth and construction is exciting and stimulates our local economy, it is important for those in the industry ... to be mindful of the inherent costs associated with project delays.**

contractor is not responsible. This provision limits a contractor's remedy for delay to an extension of the completion date and prohibits the recovery of money damages.

These clauses are enforceable in most states unless the contractor can establish that the party seeking to invoke the clause "actively interfered" with the contractor's ability to perform its work. There are volumes of treatises and case law throughout the United States attempting to define active interference, but it is generally considered a willful act taken in bad faith to interfere with a contractor's ability to comply with the terms of the construction contract.

In today's economy, No Damages for Delay clauses are often found in construction contracts alongside Liquidated Damages provisions that protect and compensate the owner for project delays caused by the contractor. A Liquidated Damages clause sets, or liquidates, the amount of damages, usually on a daily basis, that the owner will recover for project delays attributable to the contractor.

Generally, damages can be liquidated if the

actual injury to the owner is uncertain or difficult to ascertain and the amount set is reasonable. Such clauses will not be enforced if the clause operates as a penalty. In other words, if no rationale exists between the owner's actual damages and the amounts recoverable under the clause, a court will likely refuse to enforce the clause.

Another clause that affects the ability of both a contractor and owner to recover damages attributable to construction delays is a "Waiver of Consequential Damages" provision. Many form agreements, including some of those prepared by the American Institute of Architects, contain a "mutual waiver" of consequential damages so that neither party can recover these categories of damages from the other.

It is crucial for all project participants to have an open and informed discussion about unanticipated delays at the commencement of every project and to allocate the risks and costs within their written contracts. ■

Peter E. Strniste Jr., is a partner with the law firm of Robinson+Cole. He can be reached at pstrniste@rc.com.



Peter Strniste, Jr.

BIZ BOOKS

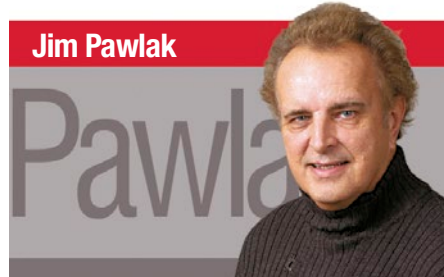
Tips for developing a million-dollar business

"Million Dollar Women: The Essential Guide for Female Entrepreneurs Who Want to Go Big" by Julia Pimsleur (Simon & Schuster, \$28).

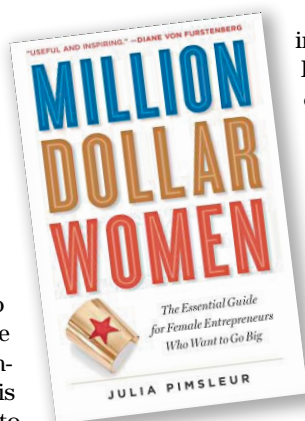
According to National Women's Business Council, women-owned businesses employ 8.9 million and, despite the difficult U.S. economy, have added almost 2 million jobs since 2008. Pimsleur bundles her business experience (Little Pim — a foreign language learning system for children) with that of other women and men who have grown their ideas into million-dollar businesses. Here's some advice from the women:

Pimsleur: "People like to board a train that's leaving the station." Having an idea or concept isn't a business. Neither is a business plan that speaks to only what you plan to do. People want to see something tangible before they'll give you their commitment. They see that commitment when you're doing something, not waiting for others to come onboard.

Pimsleur "left the station" with a Little Pim instructional video pilot. She showed it to people in her network. A connection literally paid off. Her mother's yoga buddy became an investor and, with her experience



Jim Pawlak



in early education, helped Pimsleur establish educational-community connections.

Chantel Waterbury runs Chloe + Isabel, a \$100+ million business, which sells jewelry online through a network of women micro-entrepreneurs. She thought outside the box by combining her knowledge of the jewelry business (acquired while working for Macy's and Target) with a marketing channel similar to that of Avon Products.

Her advice for dealing with potential investors: Find your voice. Investors want different things and make suggestions; you can't please them all and remain true to your vision of the company. You have to be willing to push back and explain how their requests don't synch with your plan. You'll lose some potential investors, but those that do come onboard will understand your vision.

► **Having an idea or concept isn't a business. Neither is a business plan that speaks to only what you plan to do. People want to see something tangible before they'll give you their commitment.**

Brittany Hodak's and Kim Kaupé's company, ZinePak, makes custom-interactive products that appeal to music fans. Their sales at Walmart alone exceed \$30 million.

Their thoughts on work/life balance: Starting a business means that scale will tilt toward work, not life. You have to explain the importance of what you're doing and the time involved. When people know why you're "absent," they understand.

That said, entrepreneurship doesn't mean you ignore life priorities. Stephen Covey of "7 Habits" fame told me that when he was on the road he made time to talk with his wife and nine children every day, and he adjusted his work schedule around his children's school events schedules.

Pam Wolf, CEO of New York Kids Club, and Carrie Kerpen, CEO of Likeable Media, weigh in productivity: As a business grows, there are too many daily decisions for one person to make. As the owner, you must realize that you're not the smartest person in the room. Learn how to trust the people you

hired to do their jobs. Delegation involves letting them use their judgement and skills. This engages their ownership of their jobs, and builds the organization's expertise much faster than command-and-control.

Also, practice "Well done is better than perfect." Striving for perfection when work-world circumstances change rapidly wastes time — time that could be spent on other projects.

After two decades on Wall Street, Deborah Jackson, founder of PlumAlley, a crowdsourcing platform for women's projects and companies, sees crowdfunding as a first step to really understanding the business you're in. Why? A campaign tests your marketing plan. It has to convince prospects to invest (pre-order) products. If it doesn't convince them, it's time to reexamine your target market. A successful campaign will also impress venture capitalists. ■

Jim Pawlak is a nationally syndicated book reviewer.

ACCOLADES & MORE



Pictured (from left) are ADL honorees Alan Lazowski, Robyn Teplitzky, Lt. Gov. Nancy Wyman, JoAnn Price, John J. Patrick, Jr., and Steve Ginsburg.

OF NOTE

ADL HONORS OFFICIALS FOR COMMITMENT TO PUBLIC SERVICE AND COMMUNITY

More than 250 leading citizens and government officials joined the Anti-Defamation League to honor exceptional community leaders in Greater Hartford.

ADL presented its Torch of Liberty Award to Lt. Gov. Nancy Wyman, John J. Patrick, Jr., chair, president and CEO of Farmington Bank, and JoAnn H. Price, managing partner of Fairview Capital.

The Torch of Liberty Award is presented annually to outstanding citizens whose extraordinary work has helped to strengthen the Greater Hartford community.

Additionally, Associate Regional Director Marji Lipshez-Shapiro was recognized for her 25 years at ADL.

...

WEBSTER BANK CELEBRATES 80TH ANNIVERSARY

All 163 of Webster Bank's in and out-of-state offices and branches celebrated the Waterbury lender's 80th birthday Oct. 11 with a political- and civic-studded list of dignitaries reading proclamations and handing out refreshments.

Webster Chairman and CEO Jim Smith, whose father Harold founded the institution in 1935 amid the Great Depression, met with fifth graders at a Waterbury school, which the bank has sponsored since they were kindergartners.

Smith joined other Webster officers back at downtown Waterbury headquarters at 145 Bank St., where they received U.S. Sen. Richard Blumenthal, Mayor Neil O'Leary and state Sen. Joan Hartley and other dignitaries.

At the same time, all of Webster's branches and offices in Connecticut, Massachusetts, New York and Rhode Island celebrated with local dignitaries and customers as guests.

...

MIDDLETOWN FIRE CHIEF SELECTED FOR FIRE SAFETY ADVOCATE AWARD

The Fire Equipment Manufacturers' Association has selected Robert Ross, fire chief and CEO of South Fire District in Middletown, for its Fire Safety Advocate Award.

The award is given to a person who has demonstrated a commitment to enhancing the safety of the public through innovative efforts including legislative, educational, enforcement or other effective means.

Ross has 33 years of experience in fire protection, emergency management, administration and senior-level management.

Please Note: All electronic submissions for Accolades should be sent to accolades@HartfordBusiness.com. For more information about the Hartford Business Journal's Accolades Page, please visit www.HartfordBusiness.com.

LOCAL BUSINESSES DONATE SCHOOL SUPPLIES THROUGH UNITED WAY



United Way volunteers from People's United Bank, Pratt & Whitney and Willis Group participated in "Stuff the Bus" as part of the 24th annual United Way Year of Caring, organizing and delivering collected supplies to seven Hartford community schools. Because of their efforts, more than 700 students in Hartford will receive supplies throughout the year to help them stay on track and perform better in school.

PRATT & WHITNEY EMPLOYEES PARTICIPATE IN GREEN APPLE DAY OF SERVICE



More than 30 employees across Pratt & Whitney locations in the United States took part recently in several Green Apple Day of Service projects to demonstrate their ongoing commitment to sustainable and environmentally friendly schools. Pictured (from left) is Mary Anne Cannon, Pratt & Whitney environment, health and safety vice president, helping Connecticut River Academy students clean a stretch of river near the school's campus.

THE HARTFORD HONORS SEPT. 11 NATIONAL DAY OF SERVICE



Employees from The Hartford Financial Services Group Inc. recently volunteered at the Joseph D. Lapenta Northwest Unit of Boys & Girls Clubs of Hartford for Sept. 11 National Day of Service. Volunteers (shown left) spent the day creating a garden in honor of Joseph D. Lapenta's legacy and devotion to the Boys & Girls Clubs of Hartford for over 50 years. The Hartford landscaped the club property and added a white picket fence, a bench and fall flowers.

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